

ACTUAL PERFORMANCE ACHIEVED BY THE DEPARTMENT MEASURED AGAINST THE SET TARGETS FOR 2006-2007

Key Performance Objective	Key Performance indicator	Annual Target	Target Achieved 2006/2007
Ensure the completion of Alabama electrification by June 2007	100% Completed electrification of Alabama at a cost of R1,200,000	100%	100%
Ensure the upgrading of the IDP 11Kv switchgear in Uraniaville by June 2007	100% Upgraded IDP 11Kv switchgear in Uraniaville at a cost of R95,200	100%	100%
Ensure the completion of street lights in Khuma by June 2007	100% Completed street lights in Khuma at a cost of R1,200,000	100%	100%
Install streetlights in various streets of Khuma by June 2007	100% Installed streetlights in Khuma at a cost of R2,020,265	100%	100%
Ensure the upgrading of 11 Kv distribution network in northern suburb (Phase 1) by June 2007	100% Upgraded 11 Kv distribution network in northern suburb (Phase 1) at a cost of R3,000,000	100%	100%
Ensure claims received from consumers as per NER standards are resolved by June 2007	100% Resolved electricity related claims received are investigated and processed within 30 days	100%	100%
Maintain proper consumer service by June 2007	100% Attention and proper record keeping of all complaints on medium, low voltage and streetlights queries	100%	100%
Provide fair and just costing to prospective electricity users by June 2007	100% Provided written quotations for received applications	800	(i) 669
Implement change over from conventional meters to prepaid meters by June 2007 (ongoing project)	900 Conventional meters changed to prepaid meters	900	(ii) 328
Conduct electrical inspections on premises by June 2007	2 000 Electrical inspections carried out on new and existing electrical installations	2 000	(iii) 1005
Effectively reduce non-technical loses through meter inspections and issuing of fines for meter tampering by June 2007	3 000 Electrical meters inspected	3 000	(iv) 363



Ensure that all council buildings comply with Health and Safety regulations by June 2007	48 Health and Safety inspection in all council buildings conducted	48	59
Maintain continuous supply of electricity to consumers by June 2007	60 Scheduled preventative maintenance performed on Medium voltage breakers and switchgear systems throughout KOSH area	60	220
Maintain uninterrupted supply of electricity to consumers by June 2007	100 Scheduled preventative maintenance performed on Medium voltage transformers throughout KOSH area	100	(v) 23
Reduce the number of electricity interruptions by June 2007	20 Upgraded existing mini-substations	20	(vi) 8
Carry out effective and efficient maintenance on council transport fleet by June 2007	Repairs and services performed within 5 days	100%	(vii) 95%
Carry out effective and efficient maintenance on council machinery by June 2007	Repairs scheduled on council machinery carried out within 5 days	100%	(vii) 90%
Effectively manage the council transport fleet by June 2007	Regular inspections carried out on council vehicles	15	(viii) 3
Maintain streetlights throughout KOSH area by June 2007 (ongoing)	100% Maintenance carried out as per scheduled programme	2 000	4 600
Ensure that all traffic control lights are at all times in working condition by June 2007 (ongoing)	100% Robots within KOSH area regularly inspected and maintained	78	541

REASONS AND CORRECTIVE ACTION

NUMBER	REASON	CORRECTIVE ACTION
(i)	Only 669 applications received	None
(ii)	Only 328 requests for change over received	None
(iii)	Shortage of staff	Staff levels to be addressed in next financial year
(iv)	Only 363 suspicions of transferring received	None
(v)	Shortage of personnel. More maintenance required on switchgear.	To be addressed in next financial year
(vi)	Only 8 achieved due to other commitments from Building Section	Department to investigate
(vii)	Insufficient funds available for repairs at Distribution Section	To be addressed in new financial year
(viii)	Position of vehicle inspector vacant	Department will investigate



HOUSING SERVICES

VISION

A department able to provide efficient and efficient management and quality service delivery through an integrated and collective Housing Programme and create a new comprehensive plan of sustainable human settlements.

MISSION

To plan, implement, monitor and manage the housing delivery processes and subsidy programmes in the City of Matlosana.

OPERATING STRUCTURE

The Department disposes over four sections:

- Subsidy Administration and Support
- Policy and Planning
- Project Management
- Housing Programmes

SERVICE DELIVERY

SUBSIDY ADMINISTRATION AND SUPPORT

Overview

The section is responsible for the effective and efficient administration of finances of the Housing Department.

Description of the activity

- Ensure prompt transfer of properties and distribution of title deeds
- Ensure effective subsidy administration
- Ensure comprehensive municipal housing development plan
- Ensure that proper housing asset management is done within the municipality
- Ensure proper administration of personnel and provision of resources
- Compile the annual budget for the Department and monthly control over the budget
- Ensure effective and efficient financial management and administration of the subsidized projects
- Link the Municipality on the National Housing Database, Housing subsidy system and other National Programmes
- Link the Municipality with the Registrar of Deeds as well as the population registers

Strategic objectives

- Subsidy Administration and financial management of the Municipal housing funds and expenditures
- Financial and budget administration
- Asset management
- Debt collection

Key issues for 2007/2008

- % Registration of properties through the discount benefit scheme
- % Successful implementation of all housing subsidies allocated to the Matlosana City Council



Analysis of the function

DETAIL	TOTAL	COST
Number and cost to employer of all personnel associated with Subsidy Administration and Support functions:		
➤ Manager	1	
➤ Professionals	3	
➤ Office (clerical, administrative)	6	
➤ Non-skilled	0	
Total employees and salary package	10	R1,641,733.11
Total General Expenditure		R2,450,403.52

Statistical Information

DETAIL	2006/2007
Housing applications received	1 135
Housing applications approved	998

HOUSING POLICY AND PLANNING

Overview

The purpose of the section is to assist in housing developments and community needs determination. It further evaluates building contractors and gives procurement assistance.

Description of the activity

- Ensuring the frequent review of the Municipal Housing Policy and ensuring compliance with it's intent
- Develop a strategic and policy framework for future allocation of residential erven and abandoned subsidized houses
- Provide secretarial duties to the Housing, Land and Town Planning Committee.
- Develop a dispute resolution strategy for the change of tenant ownership and for registered property owners in dispute
- Ensure that Municipal Housing development plan co-inside with the IDP of Council

Strategic objectives

- Control fraud and corruption on current housing projects
- Ensure implementation of housing policies intent
- Improve mechanisms and processes for the completion of housing projects
- Management of waiting list

Key issues for 2007/2008

- Manage the housing policy framework and legislation, formulation and monitoring of implementation of housing policies and strategies
- Eliminate squatting and demolition of shacks
- Housing accreditation plan developed for accreditation with the department of housing
- Audit functional and legislative readiness for compliance to be able to accredit housing function with the department of local government and housing



Analysis of the function

DETAIL	TOTAL	COST
Number and cost to employer of all personnel associated with Housing Policy and Planning functions:		
➤ Professionals	1	
➤ Office (clerical, administrative)	3	
➤ Non-skilled	0	
Total employees and salary package	4	R237,203.52
Total General Expenditure		R367,722.73

HOUSING PROGRAMMES

Overview

The purpose of section is to administer hostel redevelopment, social and rental housing, as well as the administration of waiting lists.

Description of the activity

- Ensure transfer of previous state owned immovable property in line with the Housing Act, to their rightful owners
- Ensure social integration within hostel community and the adjacent communities
- Ensure promotion of Social Housing as a form of housing provision
- Ensure sustainability of the rental housing enquiry office
- Promote and ensure implementation of the "People's Housing Process"

Strategic objectives

- Ensure capacity building programmes for personnel
- Community capacity building programme
- Social housing development plan
- Ensure implementation of housing policies intent
- Improve mechanisms and processes for the completion of housing projects
- Redevelopment of the hostels
- Informal settlement control

Key issues for 2007/2008

- Implement awareness and educational programmes
- Hostel development programme developed for the department
- % new access to housing in terms of households
- % Implementation of the rural housing programme within the Municipal jurisdiction

Analysis of the function

DETAIL	TOTAL	COST
Number and cost to employer of all personnel associated with Housing Programme functions:		
➤ Professionals	1	
➤ Office (clerical, administrative)	3	
➤ Non-skilled	1	
Total employees and salary package	5	R1,122,688.12
Total General Expenditure		R2,070,486.86



PROJECT MANAGEMENT

Overview

The Project Management section is responsible for Council's larger housing projects. It administrate social compact and contracts, implement strategic projects, and the drafting of legal documentation.

Description of the activity

- Establishment of consultative forums
- Ensure contractual arrangements
- Prepare and implement the implementation programme and cash flow
- Ensure monitoring of milestones achievement of contractors
- Manage project activities
- Manage land distribution for development purposes
- Identification of land for future housing development

Strategic objectives

- Monitor current housing projects
- Mitigate higher housing demands created by high influx of people into the community
- Resolve backlogs in RDP housing
- Ensure proper tender specifications
- Improve mechanisms and processes for the completion of housing projects

Key issues for 2007/2008

- Access to diversified housing
- Percentage progress on the housing project
- Project Plan developed for housing development

Analysis of the function

DETAIL	TOTAL	COST
Number and cost to employer of all personnel associated with Project Management functions:		
- Professionals	0	
- Office (clerical, administrative)	1	
- Non-skilled	0	
Total employees and salary package	2	R604,146.41
Total General Expenditure		R622,424.47

ACTUAL PERFORMANCE ACHIEVED BY THE DEPARTMENT MEASURED AGAINST THE SET TARGET FOR 2005-2006

Key Performance Objective	Key Performance indicator	Annual Target	Target Achieved 2006/2007
Ensure the installation of the data lines to the satellite offices by June 2007	100% Installed data lines to the satellite offices at a cost of R10,000	100%	(i) 0%
Ensure the purchasing and installation of software packages within the whole department by June 2007	100% Purchased installed software packages within the whole department at a cost of R2,200,000	100%	100%



Ensure effective financial and budget administration by ensuring timeous spending by June 2007	Spending level increased to 100% or to a reasonable and acceptable level and avoid overspending	100%	(ii) 60%
Ensure effective phasing out of assets by June 2007	100% Assets phased out and process completed	100%	(iii) 31,25%
Ensure effective subsidy administration and financial management of the housing projects by June 2007	100% Cash flow achieved	100%	(iv) 80%
Ensure appointment of personnel to upgrade the department of housing to a full department by June 2007	8 Personnel members appointed	8	(v) 0
Ensure auditing of housing finances by internal auditors by June 2007	Financial audit conducted on all internal projects and financial statements done	12	(vi) 5
Link with satellite offices and provide admin support by June 2007	6 Satellite offices linked by June 2007 and personnel provided	4	(vii) 0
Introduce capacity building programs for personnel by June 2007	100% Of housing employees trained	100%	(viii) 30%
Ensure effective monitoring and management of the waiting list by June 2007	Purified waiting list and 100% operational & effective management	100%	(ix) 37%
Ensure effective and efficient debt collection by June 2007	60% Debt recovered	60%	(x) 10%
Ensure prevention of sale of RDP houses by implementing policies by June 2007	Policy implemented to all 31 wards & workshop all ward committees	31	(ix) 20
Ensure deregistration of benefit of government subsidized houses by June 2007	50% of all abandoned RDP houses deregistered and transferred to Provincial Government	50%	(xi) 0%
Establish of the two housing advisory forums by March 2007	Established and capacitated housing advisory forum	2	(xii) 0
Monitor of housing policy implementation and dispute resolutions by June 2007	Increased monitoring by 100%	100%	90%



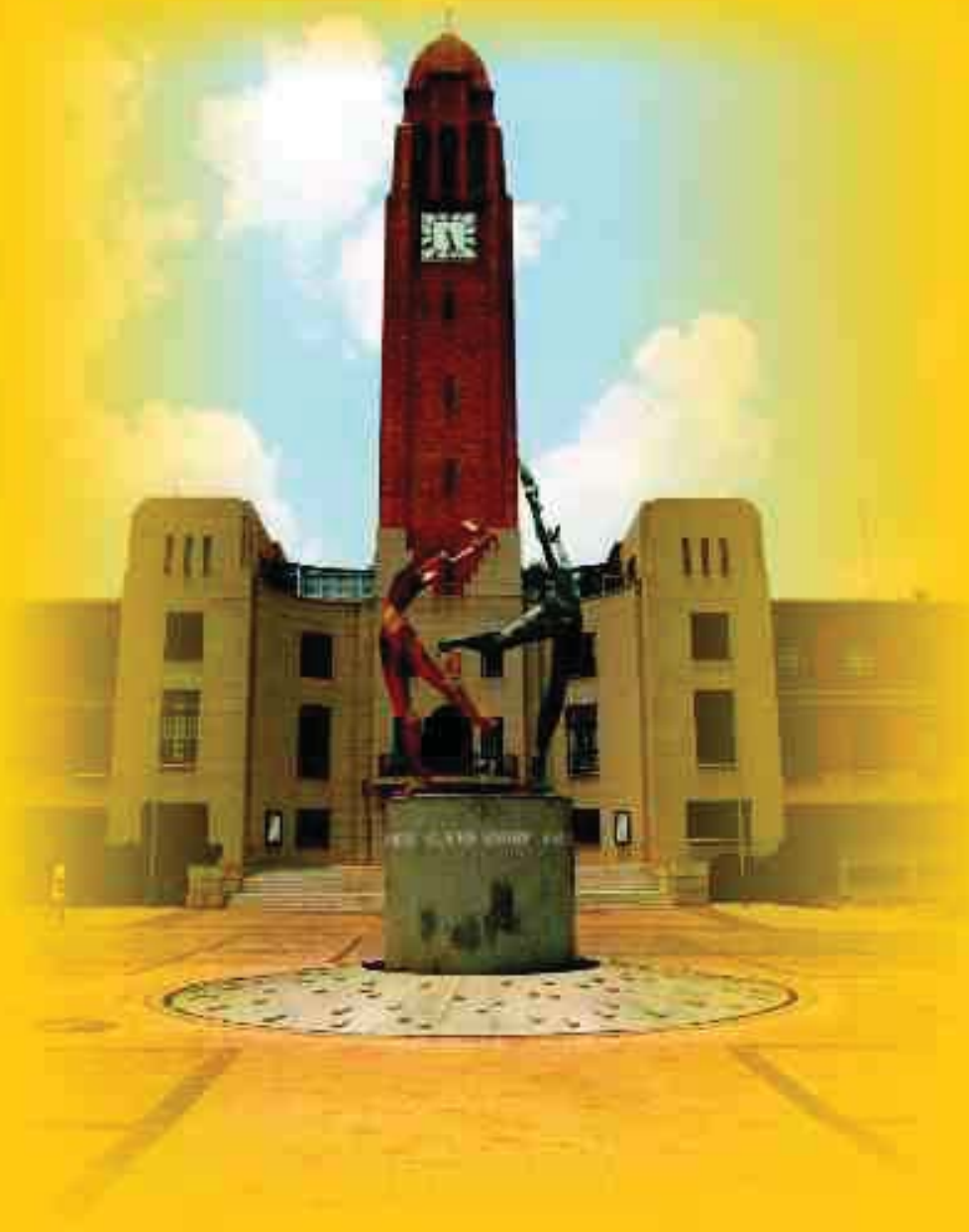
Ensure proper administration of hostels and rental housing by June 2007	100% improved administration of hostels and rental housing	100%	(ix) 80%
Host awareness campaigns on housing programs by June 2007	Workshops held with all the 31 wards	31	(ix) 12
Distribute Title Deeds to all beneficiaries of houses built under subsidy schemes by June 2007	100% distributed Title Deeds to owners	100%	(xiii) 60%
Acquire subsidies for evicted bond beneficiaries and occupants of properties in possession by June 2007	100% Of evictions attended to	100%	70%
Ensure effective and efficient housing planning and development by June 2007	A municipal housing development plan completed and workshopped with all 31 wards affected	31	(xiv) 6
Eliminate squatting and demolition of shacks to normalise housing situation and provision of quality houses by June 2007	5825 cases of squatting and shack demolition attended to	5825	6025
Ensure the provision of emergency housing assistance by June 2007	50% Emergency housing assistance	50%	(ix) 40%
Ensure proper administration of contracts by June 2007	100% Implemented administration of contracts	100%	(ix) 30%
Appoint Housing Inspectors and an auditor to assist compliance with regulations by June 2007	Two inspectors and one auditor appointed	3	(ix) 0

REASONS AND CORRECTIVE ACTION

NUMBER	REASON	CORRECTIVE ACTION
(i)	Data lines not yet installed due to budgetary constraints	The matter will be addressed in the new budget
(ii)	Staff shortage is a problem.	To be investigated
(iii)	Shortage of personnel and lack of resources	To be investigated
(iv)	Still to be achieved	None
(v)	Moratorium placed on housing vacancies	Manager Housing appointed 1 July 2007
(vi)	Transfer of financial section to the finance department	None
(vii)	Lack of data lines and computers	Data lines to be installed
(viii)	Co-ordination of training not done by the relevant council training section	To be investigated
(ix)	Shortage of personnel. Vacancies could not be filled due to moratorium placed on appointments	Positions should be filled
(x)	Not a housing function	None
(xi)	Lack of national guidelines on deregistration	Lack of implementation of the policy guidelines
(xii)	Shortage of Senior Personnel due to moratorium on employment of personnel	Positions should be filled
(xiii)	Poor administration and interference by councillors	Plans are in place to address the situation
(xiv)	The Development of the MHDP delayed by the workshop with the DDLGH	Workshop still to be held with DDLGH



DIRECTORATE Financial Services



DIRECTORATE Finance

FINANCIAL SERVICES

VISION

Implement and practice sound financial management in a prudent way to achieve a long-term financial stability for the City of Matlosana.

MISSION

Provide financial planning, accounting, financial reporting, budgeting, revenue and debt collection management, expenditure management, cash and investment management, capital projects financing, fixed assets accounting, risk management, financial information and support services to other departments and general public with courtesy, integrity and accountability.

OPERATING STRUCTURE

The department provides the following services:

- Administration and Support
- Customer Care Division
- Consumer Accounting & Debt Collection
- Financial Management
- Information Technology (Data)
- Expenditure

SERVICE DELIVERY

ADMINISTRATION AND SUPPORT

Overview

This division plans, organizes and directs the Financial Services/Treasury department. The division is responsible for financial planning and management, the implementation of Municipal Finance Management Act (as far as finances are concern) and the financial reporting guidelines.

Description of the activity

- Deal with the overall management of the department
- Planning, organizing, managing and control
- Responsible for strategic direction of the department
- General administrative control
- General discipline of the department
- Communication with councillors and others

Strategic objectives

- Improve working environment and relationships
- Seek opportunity to work with NGO's and provide support
- Isolate core and non-core functions



Key issues for 2007/2008

- Ensure that internal audit reports are managed and answered within two weeks
- Revise all financial related policies
- Development of staff
- Improvement of productivity through training and changes of attitudes

Analysis of the function

DETAIL	TOTAL
Number and cost to employer of all personnel associated with administration functions:	
➤ Manager	1
➤ Professionals	1
➤ Non Professionals	1
➤ Office (clerical, administrative)	2
➤ Non-skilled	9
Total employees	14

CUSTOMER CARE DIVISION

Overview

This division consists of a wide range of functional activities and service to the city. This division is also responsible for the provision of statistical information on consumption figures of electricity and water. The collection of cash, the management of it as well as the proper banking of it is the responsibility of this division. Staffing and control of all outside service agencies is to be managed by the customer care division. The manager of this division takes personal responsibility for the customer care in terms of the Batho Pele Principles to which Council prescribe.

Description of the activity

- Responsible for the control and collection of payments of services
- Responsible for the balancing and accounting on cash collected at pay points
- Responsible for property rates functions
- Responsible for debtor accounts other than consumer accounts
- Responsible for general enquiries and financial information to the public on their accounts

Strategic objectives

- Reduce action time of clearance certificates
- Complete valuation roll
- Develop a policy on rating
- Ensure refunds on property rate claims within 10 working days

Key issues for 2007/2008

- Oversee the completion of the new pay point project
- Project Plan developed for building new pay point
- Total spending on the project
- Implementation plan developed for the implementation of the Property Rates Act
- Implementation plan developed for the implementation of the Division of Revenue Act
- Compilation of the Valuation roll
- Management of contracts and escalations
- Program to collect outstanding sundry debtors to 70%
- Customer relationship management



Analysis of the function

DETAIL	TOTAL
Number and cost to employer of all personnel associated with customer care functions:	
➤ Assistant Manager	1
➤ Professionals	3
➤ Non Professionals	0
➤ Office (clerical, administrative)	55
➤ Non-skilled	0
Total employees	59

CONSUMER ACCOUNTING AND DEBT COLLECTION

Overview

The Consumer Accounting and Debt Collection Division are responsible for issuing accurate consumer accounts in good time. This division must also ensure that the accounts are paid on the due dates and implements the necessary credit control measures, if consumers do not pay on due dates.

Description of the activity

- Responsible for the control, maintenance and administration on consumer accounts
- Responsible for the balancing and accountability on consumer accounts
- Ensure that the meters are being read correctly by private sub contractors
- Responsible for debt collection and indigent subsidy administration
- Responsible for general enquiries and financial information to the public on their accounts

Strategic objectives

- Reduce level of non-payment through proper debt collection measures
- Proper indigent subsidy administration
- Improve the level of billing system

Key issues for 2007/2008

- Increase the payment on municipal services accounts
- Annual Debtors Collection Rate (Payment Level %) = Last months receipts/ Last months billings
- Outstanding service debtors to revenue = Total outstanding debtors to revenue / Annual revenue actually received for services
- Equitable Share utilized for free basic services in terms with the Budget
- The percentage of households earning less than the prescribed amount per month has with access to free basic services
- Manager the effective usage of bulk electricity purchases by council
- Effective financial management in the department
- Meter reading process is executed in line with best practice (Completed by June 2008)
- Customer profile per household of Khuma and Kanana identified (Completed by June 2008)
- Percentage payments per ward increased by 20% per ward: Khuma - Ward 4, 5, 6 and 7. Kanana - Ward 25,26,27 and 28 (Reached by June 2008)
- Customer education program (40 articles place in each of the Klerksdorp Record, Your City, Lentswe and Northwest Independent for the period July 2007 to June 2008)



Analysis of the function

DETAIL	TOTAL
Number and cost to employer of all personnel associated with consumer accounting & debt collection functions:	
➤ Assistant Manager	1
➤ Professionals	4
➤ Non Professionals	0
➤ Office (clerical, administrative)	25
➤ Non-skilled	<u>0</u>
Total employees	30

FINANCIAL MANAGEMENT DIVISION

Overview

The Financial Management Division provides corporate financial service, which includes the compilation and presentation of the annual operating and capital budget that is linked to the IDP, reformation of the finances and budgeting process in accordance with MFMA, financial planning, cash flow forecasts, investments of surplus cash, raising of loans, forecasting of economic trends, statistical information, the completion of the budget and annual financial statements, strategic planning of finances and to advise the Chief Financial Officer, Municipal Manager and Council.

Description of the activity

- Responsible for the budget and planning processes.
- Responsible for the compilation of Annual Financial Statements
- Responsible for the administration on the asset register & management of assets
- Responsible for cash flow and investment management
- Responsible for the insurance of assets and the administration on insurance claims

Strategic objectives

- Improve financial discipline
- Balance capital and maintenance / operating cost
- Increase maintenance expenditure ratio

Key issues for 2007/2008

- Asset register for all infrastructure and municipal property rehabilitated periodically maintained
- Budget aligned to development and service delivery targets as set out in the adopted IDP approved
- Budget and revenue management is effective
- The percentage of a Municipality's capital budget actually spent on capital projects identified for a particular financial year in terms of the Municipality's IDP
- Financial reporting and auditing is performed
- Improvement of financial indicators
- Total current assets
- Total current liabilities
- Procedures for community participation processes as set out in legislation adhered to in terms of: Planning, Budgeting, Implementation and Monitoring and reporting
- Ensure financial reporting in line with DoRa and MFMA
- Ensure financial statements based on GRAP
- Assets of the City insured in terms of a risk analysis



Analysis of the function

DETAIL	TOTAL
Number and cost to employer of all personnel associated with financial management functions:	
➤ Assistant Manager	1
➤ Professionals	6
➤ Non Professionals	0
➤ Office (clerical, administrative)	3
➤ Non-skilled	0
Total employees	10

Total salary package for the Admin & Support, Customer Care, Consumer Accounting & Debt Collection and Financial Management Divisions	R15,248,827.51
Total General Expenditure for the above -mentioned divisions	R45,635,678.37

INFORMATION TECHNOLOGY

Overview

This section is responsible for the operation, maintenance and security of all the computerized financial systems used by this department and other satellite offices. It also maintains Council's wide area computer network and shared systems which are used by departments such as the Internet, e-mailing and virus protection.

Description of the activity

- Responsible for the control, maintenance and administration on financial data
- Responsible for data networking of other departments
- Ensure data security
- Ensure external service providers execute their responsibilities in terms of their contracts
- Ensure alignment with current developments in the information technology environment

Strategic objectives

- Integration of council's separate computer systems.
- Revision of the 5-Year IT Master Systems Plan (MSP)

Key issues for 2007/2008

- Increase skill level of IT personnel
- Ad hoc investigations of systems
- Revision of 5 year IT strategy plan
- Integration of separate computer systems
- Upgrading of wide area network

Analysis of the function

DETAIL	TOTAL	COST
Number and cost to employer of all personnel associated with information technology functions:		
➤ Assistant Manager	1	
➤ Professionals	1	
➤ Non Professionals	0	
➤ Office (clerical, administrative)	2	
➤ Non-skilled	0	
Total employees and salary package	4	R695,066.93
Total General Expenditure		R2,443,431.17



EXPENDITURE

Overview

This division incorporates the integrated payroll system of Council as well as the payment of any other creditor of sundry expenditure. This division also has a responsibility towards the preparation of financial statement information in regard to the expenditure of Council. It is also the responsibility of this division to manage and control the central store.

Description of the activity

- Responsible for the control, maintenance and administration on all expenditure
- Responsible for the payment to all service provider accounts
- Ensure that the bank reconciliation is performed
- Responsible for the functions of the central stores
- Responsible for the payroll
- Responsible for general enquiries and financial information to the public on their accounts

Strategic objectives

- Improve payment levels
- Improve accuracy on billing system
- Financial analysis and long term financial planning

Key issues for 2007/2008

- Creditors paid within 30 days (sect. 65e of the MFMA)
- Clarity of functions between Human Resources and Finance Department
- Computerized workflow and internal control improvement (creditors & payment of salaries)
- Learning & growth through specialized training and implementation of best practices
- Develop a system of contract payment management

Analysis of the function

DETAIL	TOTAL	COST
Number and cost to employer of all personnel associated with expenditure functions:		
➤ Assistant Manager	1	
➤ Professionals	4	
➤ Non Professionals	0	
➤ Office (clerical, administrative)	18	
➤ Non-skilled	4	
Total employees and salary package	27	R877,883.50
Total General Expenditure		R43,587.21



ACTUAL PERFORMANCE ACHIEVED BY THE DEPARTMENT MEASURED AGAINST THE SET TARGETS FOR 2006 - 2007

Key Performance Objective	Key Performance indicator	Annual Target	Target Achieved 2006/2007
Ensure that payment facilities to pay consumer accounts are available to all residents by June 2007	Pay point build in Khuma at a cost of R 500 000	100%	(i) 98%
Categorise core functions separately from non-core functions in the Finance Department by June 2007	Report submitted to Council on revised and re-allocated core and non core functions concerning Financial services Department	1	100%
Research and come up with a methodology that will reduce cost and improve productivity or performance by June 2007	100% Implemented cost effective plan that will improve performance and productivity in the Department submitted	100%	100%
Ensure that Internal Audit reports are managed and answered within two weeks after receipt. Document corrective steps for future reference	100% Of audit reports answered within 2 weeks of receipt	100%	100%
Ensure that External Audit Report are dealt with and that corrective steps are implemented by June 2007	100% Of all external audit queries attended to and corrective steps implemented	100%	100%
Ensure that correspondence is answered within one week after receipt by June 2007	100% Signed-off correspondence in a weekly register	100%	100%
Research and identify relevant training material for each section in finance department by June 2007.	100% Compiled training material document and workshopped Finance department	100%	100%
Revise all financial related policies and improve where necessary by June 2007	100% Adopted and implemented financial policies by Council	100%	100%
Guide the development of staff in the creation of a customer focused department by June 2007	Brain storming workshops held on customer care and documented guideline for the department	100%	100%
Increase skill levels of IT personnel in order to improve service delivery	1 Structured internal training session per quarter attended by 5 members	4	4



Increase skill levels of IT personnel to improve service delivery	1 Job related training course attended by 5 members	1	0 (ii)
Promote team work and an appreciation and understanding of our diverse cultures and backgrounds by June 2007	Hold formal monthly discussions/workshops to specifically address issues which will promote better relations	12	11 (iii)
Resolve audit queries on the 2004-2005 Auditor General report by June 2007	100% Queries resolved	100%	80% (iv)
Remove unnecessary stock from the system by June 2007	100% Stock audit to determine emergency stock	100% investigation of all stock	100%
Request assistance from user departments to remove redundant stock/assets, without a monetary value, from area by June 2007	Store grounds 100% cleaned and improved security	Clean Grounds	100%
Complete monthly store balancing to ensure proper mechanisms	12 monthly balancing of the sub-ledger with the main ledger completed by June 2007	12	12
Identify and remove all possible ghost employees from the Salary records by June 2007	100% verification of employees in service (\pm 2000 records)	100%	100%
Verify all personal details that could have changes from the appointment of employees by June 2007	100% verification of personal details of employees on salary system	100%	100%
Ensure a fair statement of income, debtors, creditors and expenditure by June 2007	12 monthly balanced suspense accounts	12	12
Ensure that cheques are claimed by the rightful employee	Keeping register with relevant proof	250 Days	250 Days
Ensure outstanding orders do not exceed standard of 100 pages and pay suppliers within 30 days after statement, when all invoices and relevant information are available by June 2007	Pay suppliers in time	100 Pages	295
Control the management of deposits and withdrawals by June 2007	12 Monthly bank reconciliations completed by June 2007	12	12
Revise arrangements with sundry creditors by June 2007	Delivery books to proof that all special/sundry creditors paid within 72 hours after correct documentation is received	72 hours	0% (v)



High level electronic order payments to ensure security by June 2007	100% Cheques/ electronic report	90%	91%
Ensure correct issues raised in the latest audit report by June 2007	Audit report	Less than 21	0
Increase collection rate of outstanding accounts by June 2007	90% Collection rate achieved	90%	84% (vi)
Ensure credible accounts/statements by June 2007	100% Checked and balanced accounts /statements	100%	100%
Ensure prompt Balancing of control votes by June 2007	Monthly balancing of capital votes	12	12
Ensure job excellence in raising staff moral and esteem by June 2007	2 Training sessions per staff member on job related procedure functions and 2 training sessions on other disciplines	64	64
Ensure optimum customer satisfaction and improved corporate image by June 2007	12 Staff awareness meetings held	12	12
Keep staff and the public informed on their rights and obligations by June 2007	Created culture of regular information flow and conduct regular staff meetings	36	36
Encourage harmonious relation within staff by June 2007	Hold monthly workshops to address issues of race; cultural differences and supremacy among staff	12	8 (vii)
Implement the Property Rates Act by June 2008	Appointed valuers and developed rating policy	100%	90% (viii)
Compile a property register and a valuation roll in line with the Act. by June 2008	100% Compiled property register and general valuation completed	100%	45% (ix)
Reduce response time for the issuing of clearance certificates by June 2007	1 week response time for clearance certificates	1 Week	1 week
Confirm banking within 3 working days and reconcile deposits to receipts within 5 working days by June 2007	12 Monthly reconciliation reports compiled not later than 5 th of month	12	12
A clean audit per section and prompt implementation of audit	100% Of audit queries attended to	100%	100%
Ensure correct and regular receipt allocation of sundry income by June 2007	Monthly reviewed and updated receipt codes	12	12



Ensure an improved payment rate on services levied versus payments received by June 2007	84 % per month payment of amount levied	84%	84%
Concurrent verification of debtor accounts for correct service links and debtor detail. Ensure timeous levy dates to prevent late payment by June 2007	90 % verification of debtors accounts by June 2007. Detail from the Housing Department to be provided and captured on a daily basis. Levies to be finalised by the 19 of each month. Accounts to be posted in time	90 % Levies Monthly by 17 of each month	(x) 50%
Ensure concurrent processing of indigent applications and report to Council on a monthly basis by June 2007	Upkeep of indigent consumer register and monthly reporting to Council	100% Monthly Reports	100%
Reconciliation of sub-ledgers to debtor control votes by June 2007	Monthly reconciliation sign off of task completed	100% Monthly reconciliation	96%
Concurrent training as per training programme as well as concurrent internal training on Venus facilities by June 2007	Attendance of scheduled courses and records of internal training programmes	As per training schedule	(xi) 75%
Ensure a positive attitude between officials and consumers by June 2007	Retraining of Batho Pele principles to all officials spread over 12 months	Retraining of all relevant officials	(xii) 11
Ensure concurrent feedback to consumers in respect of complaints and queries by June 2007	Utilisation of pro-forma letters to confirm account adjustments as well as written and telephonic responses to queries	100%	100%
Assist in the limitation of distribution losses due to theft and technical reasons by means of reports to the relevant departments by June 2007	Submission of meter problem reports to the relevant departments on a concurrent basis. Provision of information of suspected illegal consumption to the relevant departments on a daily basis via faxes and lists	100%	100%
Ensure sound relationships between officials in different sections in order to prevent delays in addressing consumer complaints and to ensure provision of information internally to enhance correct billing by June 2007	Joint monthly meetings to discuss and clarify problems effecting sound service delivery	Monthly meetings	100%

Improve skills development by Concurrent external training - June 2007.	Regular attendance of scheduled training courses. (5 Persons trained)	5	7
Create an environment of mutual trust and discipline by June 2007.	4 Meetings on sound relations between sectional officials held.	4	11
Produce a clean, unqualified and non-disclaimer audit report by December 2006.	100% of applicable management letters and audit issues raised during auditing received the necessary attention.	100%	100%
Insure all Council's assets by Sept 2006.	100% of Council Assets insured.	100%	100%
Investigate and develop Financial Management Ratios and Benchmarks by June 2007.	Presented summary of findings on Financial Management Ratios and Benchmarks	4	4
Investigate the implementation of Activity- Based costing on a pilot site by Sept 2006.	Visited ABC pilot project sites and gathered information and compile report.	1	1
Unbundle 40% of infra structure assets by June 2007	Capture 40% of unbundled information on an asset database.	40%	75%
Prepare daily cash management and cash borrowing by June 2007.	Prepared daily cash flow schedules and raised loans when needed	250	250
Comply with the provision of the ASB standards and MFMA and related legislation regarding financial statements by June 2007	Prepared chart of accounts and financial statements based on General Recognised Accounting Practice	100%	100%
Comply with the provision of the MFMA and National Treasury circulars regarding Council's budget by March 2007.	Prepared budget document that comply with the requirements of the MFMA	100%	100%
Assist the Accounting Officer with the assessment of the mid-year financial report by March 2007	Prepared adjustments budget that adheres to all the requirements of the MFMA	100%	100%
Submit financial reports that adhere to all the requirements of the MFMA by June 2007	Ensured financial reporting inline with the DORA and MFMA	20	20
Produce financial statements that are complaint to the relevant legislation by September 2007	Compiled financial statements based on GRAP	1	1



Introduce budget processes and compile a budget document that complies with the prescribed legislation by June 2007	100% Introduction of Budget process. Compiled budget document.	100%	100%
Prepare Intern development program and managed training of Interns by June 2007	Trained & developed interns according to key training areas set within the program. (2 Persons)	2	2

REASONS AND CORRECTIVE ACTION

NUMBER	REASON	CORRECTIVE ACTION
(i)	Developer withdrew and the project was to be finalized in-house by civil engineering	Council approved roll-over.
(ii)	Although external training requests were submitted to HR, no funds were made available	Ensure proper training budget
(iii)	Recess December 2006	Ensure proper planning
(iv)	Unexpected setback when the 'live' production server crashed and the DR server was used in it's place pending the delivery and installation of a new production server	Affordable in terms of Budget limit result
(v)	Verification impossible.	Date stamping of documentation introduced
(vi)	Huge inactive accounts of abattoir (R10 280 000); Southern District Municipality (R2 818 144) and bursaries of R 33 330 prescribed and untraceable	Contractual agreements to be honoured
(vii)	Availability of staff.	Filling of vacant positions in new financial year
(viii)	Determination of specifications and tendering. Unscheduled workshop with Councillors and senior management.	Ensure proper planning
(ix)	Appointment of valuator. Process of taking valuations only starts in 2007/2008 if it has to be implemented in July 2007. The period determined was incorrect. Not in the hands of Finance	Period to be corrected
(x)	Levies done on time, but verification a housing issues	To be investigated
(xi)	Difficult to fit in proper training with the kind of workload of the section	Ensure proper planning
(xii)	Availability of staff problematic, staff absenteeism	None



DIRECTORATE Corporate Governance



DIRECTORATE

Corporate Governance

CORPORATE GOVERNANCE

VISION

To establish and maintain structures that will, within the parameters of legality and good governance provide the administration that will be appropriately, relevant, timeous and effective in the execution of tasks and be transparent as well as provide conducive environment to stimulate public participation within the co-operative governance.

MISSION

To ensure quality service and good administration relating to Public Affairs which is by any standards measurable in terms of performance standards relating to good governance and maintenance of set service levels within the budgetary constraints.

OPERATING STRUCTURE

The department provides the following services:

CORPORATE ADMINISTRATION

- Administration
- Human Resources
- Legal Services
- Land Affairs

CORPORATE GOVERNANCE

- Office of the Executive Mayor
- Office of the Speaker
- Office of the Single Whip

SERVICE DELIVERY

ADMINISTRATION

Overview

Ensure smooth administration/functioning of Council by providing timeous compilation and delivery of Council agendas to Councillors and various departmental Managers. Publish notices and tenders promptly thereby ensuring continuous development and quality service delivery to the community leaving within Council's area of jurisdiction as well as ensuring proper finance or budgetary control within all operations of Council. Ensure proper execution of Council Resolutions.

Description of the activity

- Committee Secretariat
- Cleaning of Halls and Offices
- Typing Services
- Printing Services
- Record Services
- Support & Auxiliary Services



Strategic objectives

- To improve the departmental information technology
- To provide a cost effective electronic document management system
- To provide proper printing and photocopying functions for Council
- Renovation of Council properties being leased to the public
- Ensure clean halls and offices at all times

Key issues for 2007/2008

- To develop an information & communication technology function capable of supporting the achievement of the Matlosana Vision
- The introduction of appropriate hardware, software and communication technology when and where required
- The development and maintenance of a website and other communication mechanisms suitable to the requirements of an organization aiming for the top position in South Africa
- Effective administrative and institutional systems, structures and procedures
- Improvement on the lead time on approval of council minutes
- Percentage of all council resolutions implemented
- Percentage progress on the upgrading of community halls project
- Project plan developed for upgrading of community halls
- Total spending on the project

Analysis of the function

DETAIL	TOTAL
Number of all personnel associated with administration functions:	
- Manager	1
- Deputy Manager	1
- Assistant Manager	1
- Professionals	3
- Office (clerical, administrative)	18
- Non professionals (blue collar, outside workforce)	6
- Non-skilled	<u>28</u>
Total employees	58

Statistical Information

DETAIL	2004/05		2005/06		2006/07	
	Ordinary Meetings	Special Meetings	Ordinary Meetings	Special Meetings	Ordinary Meetings	Special Meetings
Finance and Debt Normalization	11	1	11	1	11	1
Corporate Services	11	1	11	1	11	0
Health Services	11	0	11	0	11	0
Market and Audit	11	3	11	0	11	1
Infrastructure	11	1	11	0	11	0
Public Safety	11	0	11	0	11	0
Community Services	11	0	11	0	11	0
Economic Affairs and Corporate Communication	11	0	11	0	11	1
Housing, Land Affairs and Town-Planning	11	1	11	2	0	0



DETAIL	2004/05	2005/06	2006/07
Section 80 Committee Meetings:			
➤ Anglo Gold	2	5	7
➤ Orkney Vaal	12	8	3
➤ Municipal Bid Committee	15	24	12
➤ Project Monitoring	-	-	13
➤ Heritage Committee	-	-	12
➤ Oversight Committee	-	-	13
➤ Property Rates	-	-	9
Notices Published	231	145	180
Booking of Halls:			
➤ Mayoral Hall	80	70	60
➤ Arts Hall	130	180	92
➤ Auditorium	65	100	56
➤ Banquet Hal	180	150	43
➤ Ballroom	90	150	37
➤ Johan de Witt Hall	156	160	27
➤ Jouberton Hall	160	140	65
➤ Alabama Hall	160	180	20
➤ Manzilpark Hall	160	180	10
➤ Kanana Hall	100	150	10
➤ Khuma Hall	140	140	8
➤ Tigane Hall	100	100	10
Typing Services:			
➤ Letters	4 560	3 960	3 960
➤ Items/Reports	285	300	300
➤ Sundry	290	260	260

DETAIL	2004/05		2005/06		2006/07	
	Incoming	Outgoing	Incoming	Outgoing	Incoming	Outgoing
Letter	9 100	9 000	7 000	8 000	2016	3281
Faxes	2 000	2 100	1 100	900	852	1020
Gazette	2 000	0	0	0	0	0

HUMAN RESOURCES

Overview

Provide and establish a stable and productive workforce for the functioning of Council's departments and strive for a cost effective personnel management system and procedures. Provide training to all staff members.

Establish and maintain the recruitment process which will enhance capacitation and service delivery within the municipality's area of jurisdiction.

Description of the activity

The Human Resources branch provides the following services:

- Personnel Management Services
- Labour Relation Services
- Training/Capacity Building
- Employee Assistance Programme



Strategic objectives

- To ensure achievement of goals set in the Employment Equity Plan
- To provide effective and efficient administrative support to Directorates regarding personnel issues
- To ensure training of personnel as per training plan
- To ensure sound labour relations by prompt and fair labour relation actions
- To ensure the social well-being of the workforce

Key issues for 2007/2008

- Revise all HR policies
- Finalize disciplinary cases within 60 days
- Enhance the beneficial impact on the organisation of people in management positions
- Staffing percentage of council
- Percentage reduction in terminations of employees
- Staffing percentage of section 57 employees
- Staffing percentage of section 57 employees - Designated groups
- Percentage of designated group staff employed in council in line with Employment Equity plan
- Percentage of disabled staff employed in council
- Percentage of women staff employed in council
- EAP Plan developed for the Employee assistance programme
- Percentage of designated group staff employed in the three highest levels of management in line with equity plan
- % Personnel cost over the total operational budget is in line with regulatory framework
- The percentage of the budget actually spent on implementing its workplace skills plan
- Skills Development plan submitted to the department of labour
- Employment Equity Plan Submitted to Department of Labour
- Local Labour Forum committee established
- Maintenance of discipline in the municipality

Analysis of the function

DETAIL	TOTAL
Number of all personnel associated with human resources functions:	
- Assistant Manager	1
- Professionals	4
- Office (clerical, administrative)	3
- Non professionals (blue collar, outside workforce)	1
- Non-skilled	0
Total employees	9

Statistical Information

DETAIL	2004 / 2005	2005 / 2006	2006 / 2007
Terminations (resignations & pension)	271	132	98
Disciplinary Actions	189	158	66
Skills Development	37	49	26
Death Claims	205	206	40



The following Employee Assistance Programmes were conducted during 2006/2007:-

DETAIL	2005 / 2006	2006 / 2007
New Clients	65	16
Old / Follow-up Cases	96	0
Closed Cases	43	19
Total in Treatment	547	0
In-house Counselling	484	130
Referrals	5	0
Total refused referred to EAP	1	0

LEGAL SERVICES

Overview

To ensure a proper legal service to Council and the Municipal Manager, as well as the Executive Mayor and his Members of Mayoral Committee and other Structures in Council. Prepare and ensure approval of legal documents relating to Council.

Description of the activity

- Rendering of legal advice to Council and the Directorates
- Prepare and approve for legality the Council By-Laws and other legal documents
- Prepare litigations documents

Strategic objectives

- Render legal advice on matters relating to Council and its staff in a manner that permits timely and appropriate action
- Inform and advise staff in a timely manner on court decisions and new laws that affect Council operations
- Advise and represent Council on litigation matters in a complete and timely fashion
- Review all ordinances, resolutions as well as contracts/agreements
- Endeavour to cut down legal cost by handling most legal matters in house
- Revision of the Council policies and procedures to comply with statutory and legal requirements
- Provide professional legal advice to the Council and its top management

Key issues for 2006/2007

- Ensure revision and development of By-Laws of Council to comply with legislative requirements
- Ensure 80% success for defended and won litigation against Council
- Contract Management
- Effective administrative and institutional systems, structures and procedures

Analysis of the function

DETAIL	TOTAL
Number and cost to employer of all personnel associated with legal functions:	
- Assistant Manager	1
- Office (clerical, administrative)	1
Total employees	2



LAND AFFAIRS

Overview

To ensure proper, timeous and effective land administration service within the parameters of legality and due process, to the applications within the area of jurisdiction of the Council/Municipality.

Description of the activity

- Leasing of land
- Alienation of land
- Donation of land
- Expropriation of land

Strategic objectives

- Ensure effective administration of land generally
- Development of policy relating to land
- Attend to enquiries promptly
- Prompt execution of resolutions

Key issues for 2006/2007

- New land affair application completed within 3 months.
- 50% compliance with all land administration matters due to staff shortage
- Strict compliance with legislation and Council land policy
- Proper and impartial management of land issues
- 60% completed on Development and approval of land policy
- Effective administrative and institutional systems, structures and procedures

Analysis of the function

DETAIL	TOTAL
Number of all personnel associated with land affairs functions:	
- Assistant Manager	1
- Professionals	2
- Office (clerical, administrative)	1
Total employees	4

DETAIL	COST
Total Salary package of all personnel associated with corporate functions	R8,256,235.47
Total Expenditure	R10,336,579.02



ACTUAL PERFORMANCE ACHIEVED BY THE DEPARTMENT MEASURED AGAINST THE SET TARGETS FOR 2006 - 2007

Key Performance Objective	Key Performance Indicator	Annual Target	Target Achieved 2006/2007
Ensure the modernization of the Council Chambers by June 2007	100% Modernized Council Chambers at a cost of R50,000	100%	(i) 0%
Ensure the purchase of routers for Stilfontein & Orkney switchboards by June 2007	100% Purchased routers for Stilfontein & Orkney switchboards at a cost of R72,000	100%	(ii) 0%
Ensure the installation of routers by June 2007	100% Installed routers at a cost of R15,000	100%	(iii) 0%
Ensure the arrangement of Section 79 Committee meetings by June 2007	100% Section 79 Committee meetings arranged (33)	100%	100%
Ensure the arrangement of Section 80 Committee meetings by June 2007	100% Section 80 Committee meetings arranged (100)	100%	100%
Ensure effective support services to Council and various Committees by June 2007	Minutes correct and distributed within 2 days	100%	100%
Ensure the effective rental of halls administration by June 2007	100% Correctly completed hall booking register	100%	(iv) 95%
Ensure an effective and efficient registry service (records) by June 2007	Relevant information relating to service delivery to other departments attended to within 2 working days	100%	100%
Implement all Council resolutions by June 2007	Electronic Document System implemented	100%	(v) 70%
Ensure the timeous delivery of agendas by June 2007	Agendas distributed 3 days before a meeting	100%	100%
Ensure the proper cleaning of halls by June 2007	Halls cleaned and available 1 hour before handing over	1	1
Ensure an effective typing service by June 2007	Typing to be completed within 1 day of receipt	1	1
Ensure an effective printing service by June 2007	Printing jobs to be completed within 3 days of receipt	100%	100%
Ensure a diversified and representative organization by June 2007	Revised Employment Equity Plan for 2006/2007	100%	100%



Ensure Human Resource Development Plan by June 2007	Approved Skills Development Plan	100%	25% (vi)
Ensure employee well being by the Employee Assistance Programme by June 2007	100% Reported Employee Assistance Programme cases treated	100%	2% (vii)
Ensure and effective and sound employee relations by June 2007	Number of days taken to finalise disciplinary cases	60	50 (viii)
Ensure capacity building of employees by June 2007	Training funds spent according to programme	100%	50% (ix)
Ensure efficient recruitment and selection by June 2007	Appointed Recruitment Officer	100%	25% (x)
Ensure the review, revision and development of By-Laws for Council's departments to comply with legislative requirements by June 2007	By-Laws for Council's departments updated	100%	100%
Ensure effective legal services provision for Council by June 2007	80% Litigations against Council successfully defended and won	80%	80%
Ensure re-alignment of constraints to improve contract management by June 2007	Completed audited, updated and aligned contracts	100%	100%
Ensure an enhanced communication system for Council by June 2007	Implemented Electronic Document System for Council	100%	50% (v)
Endeavour to cut down legal costs by handling legal matters in-house	Proof of minimize legal costs for Council	Value	100%
Ensure effective land affairs services by June 2007	New land affairs applications completed within 3 months	100%	60% (xi)
Ensure proper timeous and effective land administration service within the parameters of legality and due process, to the applications within the area of jurisdiction on the Council by June 2007	100% Compliance of all land administration matters	100%	90% (xi)

REASONS AND CORRECTIVE ACTION

NUMBER	REASON	CORRECTIVE ACTION
(i)	Funds were insufficient for microphone system	Roll over
(ii)	Tenders for new switchboard are in process of evaluation and adjudication	Roll over
(iii)	After finalization the routers can be purchased	Roll over
(iv)	Cases of double bookings occurred	Ensure consisted booking in future
(v)	Tenders for a Document Management System will be invited by September 2007	None
(vi)	Post not yet fully operational Skills Development Facilitator need training	Consultant appointed to assist Skills Development Facilitator
(vii)	There is only 1 person manning the programme no new recruitment, because of lack of funds	Staff to be appointed
(viii)	Lack of manpower	New created position to be filled
(ix)	Second position of Training Officer not filled.	Post need to be filled
(x)	The post has been advertised, and it will be filled in the next quarter	Post need to be created on organogram
(xi)	Staff shortage, heavy work load and large number of applications	Additional post need to be investigated



DIRECTORATE Municipal & Social Services



DIRECTORATE Municipal & Social Services

COMMUNITY SERVICES

VISION

To provide an environment that promotes positive influence on community services by strengthening the links and connections with the broader community of the City of Matlosana.

MISSION

To render a cost effective service delivery to the community with the limited resources which will provide accessible, effective and efficient services.

OPERATING STRUCTURE

This Department consists of the following divisions, namely:

- Administration & Support
- Libraries
- Museum
- Parks and Recreation
- Refuse Removal and Cleansing

SERVICE DELIVERY

ADMINISTRATION AND SUPPORT

Overview

This division is rendering a general support and corporative service while liaising with all internal sections, other departments and communicating with community members. This entails committee work, writing of items & reports, compilation & renewal of deeds of leases, advertisements and tenders.

Description of the activity

- General administrative support to the departments and/or sections
- Typing of all correspondence and reports
- Collect written comments on applications received or complaints and distribution to relevant departments
- Manage the departmental filing system
- General personnel management e.g. leave administration, personnel enquiries and disciplinary actions
- Assist with the calling of tenders and quotations
- Budget control and submission of financial reports
- Arrange meetings, as well as compile and distribute Agenda's and Minutes of the meetings
- The application of Occupational Health and Safety Act
- The compilation of Standard Work Procedures and Management Directives
- Administering of lease contracts for:-
 - Airport: hangars
 - Grazing land
 - Sports Clubs



Strategic objectives

- To render a support service to all sections.
- To strengthen the supervision of services in order to improve the standard of service delivery.
- Receiving and distribution of correspondence
- To use resources effectively and efficiently while rendering services.
- Reduction in the number of complaints and handling them appropriately.
- Completing capital projects and IDP at the end of the financial year.

Key issues for 2007/2008

- To ensure the City Environment is maintained within good Standards of Upkeep and that Environmental Conservation is placed into focus
- Percentage reduction on illegal dumping occurrences
- Waste recycling pilot project established
- Maintenance of the cleansing in the municipality
- Preparing and Partaking in the National Cleanest City Awards Competition

Analysis of the function

DETAIL	TOTAL	COST
Number and cost to employer of all personnel associated with administrative functions:		
➤ Manager	1	
➤ Professionals	1	
➤ Office (clerical, administrative)	5	
➤ Non-skilled	1	
Total employees and salary package	8	R1,924,432.82
Total General Expenditure		R2,154,895.74

Statistical Information

INDICATOR	2004/2005	2005/2006	2005/2006
MINUTE WRITING			
Sub-Committee	9	10	11
Airport Committee	9	10	10
Manager Shopsteward Committee	9	11	7
Departmental Management Meeting	12	15	15
REPORTS AND ITEM WRITING			
Deed Of Lease: Compilation & Renewals:			
➤ Grazing Land	60	30	34
➤ Aeroplane Hangars	35	28	28
➤ Sport Facilities	48	33	30
➤ Parks & Refreshment Arrears	12	2	12

LIBRARY SERVICES

Overview

The Library Services Section forms part of the Department Community Services and comprises of 9 libraries, namely Klerksdorp, Alabama, Manzilpark, Matlosana, Stilfontein, Khuma, Orkney, Kanana and Hartbeesfontein.

It also incorporates the Cultural Office.



Description of the activity

Library

- The provision of suitable library material to satisfy the educational needs of the community of Matlosana
- The provision of suitable library material to satisfy the recreational reading needs of the community of Matlosana
- The provision of suitable library material to afford users the opportunity to retain and enhance their literacy and numeric skills
- To promote library awareness amongst the youth of the community

Cultural Office

- The founding, administration and training of the Matlosana City Choir
- The marketing of Matlosana on the terrain of culture
- The co-ordination of activities of local cultural societies, schools and churches
- The presenting of an annual cultural festival

Strategic objectives

- Internal use of library material.
- Awareness campaigns.
- Up-keep a mobile library service
- Career guidance service
- Educational toy service

Key issues for 2007/2008

- The provision of basic municipal services to the satisfaction of residents
- Action plan for the migration to SIRSI/UNICORN Management System

Analysis of the function

DETAIL	TOTAL	COST
Number and cost to employer of all personnel associated with libraries functions:		
➤ Assistant Manager	1	
➤ Professionals	7	
➤ Office (clerical, administrative)	0	
➤ Non professionals (library assistants)	38	
➤ Non-skilled	8	
Total employees and salary package	54	R5,452,722.88
Total General Expenditure		R7,367,765.65

Statistical Information

INDICATOR	2004/2005	2005/2006	2006/2007	COST
Library Awareness Programmes	83	191	178	R3,675.00
Internal Use of Library Material	184 515	254 365	217 945	R30 000.00



MUSEUM

Overview

The Section Museum manages the main Museum, the House Museum and Goudkoppie Heritage Hill. The Museum recognizes the cultural diversity of the people of the City of Matlosana and is committed to further nation building through the management, conservation and communication of heritage-related activities in the City of Matlosana.

Description of the activity

- The conservation of heritage to provide attractions for visitors and an index of the pride our communities has in the City of Matlosana, its culture, heritage, values and assets.
- The management and sustainable development of heritage and cultural resources.
- The implementation of effective educational services for learners, youth and adults to optimize the knowledge and collections in care of the Museum.
- The promotion of intercultural understanding and national priorities such as nation building.

Strategic objectives

- To create a unique heritage experience through community involvement and manage, conserve and communicate a transformed heritage to all the people living in and visiting the City of Matlosana.

Key issues for 2007/2008

- Action plan developed for the computerisation of historical information
- Action plan developed for maintenance exhibitions
- Action plan developed for the identification of heritage sites
- Action plan developed for the inventorying heritage sites
- The provision of basic Museum services to the satisfaction of residents

Analysis of the function

DETAIL	TOTAL	COST
Number and cost to employer of all personnel associated with museum functions:		
➤ Professionals	4	
➤ Office (clerical, administrative)	0	
➤ Non professionals (blue collar, outside workforce)	2	
➤ Non-skilled	1	
Total employees and salary package	7	R961,370.68
Total General Expenditure		R1,492,518.80

Statistical Information

INDICATOR	2004/2005	2005/2006	2006/2007	COST
HERITAGE AWARENESS				
➤ Events presented	4	5	6	R67,9500
EDUCATION				
➤ Programmes based on OBE principles presented	10	12	18	R13,750
➤ Heritage/Museum tours presented	70	44	68	-
➤ Lifelong learning classes presented/facilitated	57	28	23	R3,900
COLLECTIONS				
➤ Maintenance and care of objects	300	1 500	1 211	R2,200



EXHIBITIONS				
➤ Temporary exhibitions presented/produced	-	1	2	R3,220
➤ Existing exhibitions maintained	14	20	11	R8,745
➤ Existing exhibitions upgraded	-	-	2	R8,000
RESEARCH				
➤ Oral History interviews	2	8	7	-
COMMUNITY PARTICIPATION				
➤ Meetings with support groups	8	22	15	-

PARKS AND RECREATION

Overview

The function of the Parks and Recreation Section is to provide and maintain well-kept parks, recreational, cemeteries as well as neat, tidy and regular cut pavements and maintenance of open spaces. In doing so a pleasant environment is created for all citizens of the broader Matlosana area.

Description of the activity

- Develop new parks, maintain existing parks in all areas of Matlosana.
- Maintain the Faan Meintjes Nature Reserve and thereby promote and improve nature conservation and improving of tourism to the reserve.
- To provide well-kept and affordable cemeteries in the Matlosana area.
- To maintain existing facilities, the planning and developing of new facilities especially previously disadvantaged communities.
- To improve and create a green environment by the planting of new trees and maintaining existing trees.
- The maintenance of the airport, administering of Townlands of municipal boundaries, pound as well as the cattle sale kraals.

Strategic objectives

- Ensure the maintenance of sport fields.
- Ensure the cutting of grass on pavements, cemeteries and open areas.
- Landscaping of cemeteries.
- Maintenance of municipal swimming pools.
- Administer renting of plants

Key issues for 2006/2007

- Parks maintenance plans developed for the department
- Percentage increase in area of parks and designated open spaces are available
- Selling of graves outsourced to a service provider
- Master Plan developed for the 2010 world cup
- The provision of basic municipal services through the establishment of a sports council



Analysis of the function

DETAIL	TOTAL	COST
Number and cost to employer of all personnel associated with parks & recreation functions:		
- Assistant Manager	1	
- Professionals	7	
- Office (clerical, administrative)	5	
- Non professionals (blue collar, outside workforce)	77	
- Non-skilled	190	
Total employees and salary package	280	R20,782,821.05
Total General Expenditure		R36,972,409.01

Statistical Information

INDICATOR	2004/2005	2005/2006	2006/2007	COST
CEMETERIES				
➤ Burials	3 617	4 314	4 018	
➤ Memorials	473	498	726	
Expenditure				R4,576,971
Income				R941,000
AERODROME				
➤ Aircrafts landed	700	720	1 080	
➤ Air shows hosted	1	1	0	
➤ Aerodrome - cut grass	2	4	2	
Expenditure				R257,000
Income				R75,200
NATURE RESERVE				
➤ Visitors	21 928	8 160	6 834	
➤ Surplus Game Sold	R400 000	R478,800	R480,800	
Expenditure				R661,000
Income				R639,000
TREES				
➤ Trimmed	2 500	1 500	1 300	
Expenditure				R460,000
MUNICIPAL SITES				
➤ Cutting of areas	2	2	2	
Matlosana				
Expenditure				R1,447,538
ADMINISTRATION				
➤ Plants rented out	6 763	4 407	984	
Expenditure				R1,352,254
Income				R136,000
SWIMMING POOLS				
➤ Visitors - All pools	12 669	20 067	25 000	
➤ Gala Events	5	4	6	
Expenditure				R1,053,047
Income				R27,000
AUCTION KRAALS				
➤ Total auctions	48	51	50	
Expenditure				R9,872
Income				R929,000
RECREATION				
➤ Total major events	6	6	4	
Expenditure				R7,080,989

For the financial year 2006/2007 the section had a total expenditure of **R16,898,671** and a total income of **R2,747,200**.



REFUSE REMOVAL AND CLEANSING

Overview

The Cleansing Section function is to provide an acceptable, affordable and sustainable cleansing service to all the residents of the City.

Description of the activity

The Cleansing Section is divided into the following sub-sections namely: Refuse Removal, Night Soil Removal, Street Cleansing, Vacuum Tanks, Public Toilets, Additional Refuse and Administration and Support System.

- To provide an uniform refuse removal service to all residential sites, business premises and industrial sites by removing the refuse generated and disposal of it at the landfill site.
- To render a service to residential and business premises in all areas where no waterborne sewerage are available.
- To render a service in the CBD areas, small CBD areas within residential areas and all main roads by means of litter picking.
- To render a service to residential premises where no waterborne sewerage or night soil services are available.
- To maintain and cleaning public toilets on a daily basis.
- To render a service by removing additional refuse that is dumped illegally and the disposal of it at the landfill site
- To be responsible for the administration of the section, as well as executing of operational and capital budget.

Strategic objectives

- To render a uniform cleansing service to all communities

Key issues for 2006/2007

- Percentage progress on the elimination of service backlogs
- Percentage of households and business premises with access to basic level of solid waste removal.

Analysis of the function

DETAIL	TOTAL	COST
Number and cost to employer of all personnel associated with cleansing functions:		
- Assistant Manager	1	
- Professionals	2	
- Office (clerical, administrative)	0	
- Non professionals (blue collar, outside workforce)	64	
	<u>299</u>	
- Non-skilled	366	
Total employees and salary package		R25,102,768.38
Total General Expenditure		R57,027,619.27



INDICATOR	2004/2005	2005/2006	2006/2007	COST
REFUSE REMOVAL SERVICE ➤ Households and businesses in KOSH area per month Expenditure	82 890	83 300	87 950	R18,000,000
NIGHT SOIL SERVICE ➤ Households and businesses in KOSH area per month Expenditure	17 648	14 905	9 817	R6,900,000
VACUUM SERVICES ➤ Total of vacuum tanks Expenditure	600	520	347	Included with Night Soil
ENVIRONMENTAL AWARENESS CAMPAIGNS ➤ Number of campaigns held Expenditure	3	2	2	R20,000

ACTUAL PERFORMANCE ACHIEVED BY THE DEPARTMENT MEASURED AGAINST THE SET TARGETS FOR 2006-2007

Key Performance Objective	Key Performance indicator	Annual Target	Target Achieved 2006/2007
Ensure a complete library extension and equipment by June 2007	100% Completed library extension and equipment at a cost of R474 960,33	100%	100%
Ensure a complete Goudkoppie beautification by June 2007	100% Completed Goudkoppie beautification at a cost of R 413,100	100%	100%
Ensure the development of identified parks to improve quality of community life by June 2007	100% Developed identified parks in Jouberton, Khuma, Kanana and Tigane at a cost of R500,000	100%	100%
Ensure effective communication and team effectiveness by June 2007	100% Scheduled departmental meetings attended	100%	100%
Ensure effective record keeping of Council's rental assets by June 2007	100% Compilations and renewal completed on hanger contracts	100%	100%
Ensure a refuse removal service to all households by June 2007 to maintain a healthy environment	Refuse removed at households once a week (1 055 409)	100%	100%
Provide a night soil service to households by June 2007	Night soil services provided to households weekly (117 804)	100%	100%



Provide a vacuum service to households by June 2007	Vacuum services rendered to households (1 388)	100%	100%
Create a public awareness and changed behaviour towards environmental population by June 2007	3 Environmental awareness campaigns held to ensure a cleaner environment for all	3	(i) 2
Ensure public education by creation of public awareness events by June 2007	4 Heritage awareness events hosted	4	4
Ensure the maintenance of cultural heritage by June 2007	1 200 Museum collections maintained	1 200	1 200
Ensure the maintenance of museum exhibitions by June 2007	11 Museum exhibitions maintained	11	11
Ensure public awareness by arranging a temporary exhibition by June 2007	1 Temporary exhibition presented	1	1
Improve and upgrade of Museum structure by June 2007	Converted storeroom to exhibition and community hall	1	1
Conserve indigenous history by conducting oral history interviews by June 2007	7 Oral history interviews conducted	7	7
Ensure a effective library service by June 2007	80% Library items internally used (189 940)	80%	80%
Create a culture of reading and learning to improve quality of live by June 2007	20 Awareness programmes hosted to improve service and quality of life	20	20
Hartbeesfontein Library	100% completed library extension and equipment	100%	100%
Ensure cutting of grass at cemeteries by June 2007	Grass cut twice at all cemeteries per annum	2	2
Ensure properly maintained parks and gardens by June 2007	Grass cut 3 times on main routes per annum	3	3
Ensure trimming of trees by June 2007	1 200 Trees trimmed	1 200	1 200
Ensure properly maintained sport fields by June 2007	30 Sport fields scraped annually	30	30
Ensure the preparation of graves by June 2007	4 000 Graves prepared	4 000	4 000
Ensure the rental of plants for functions by June 2007	4 000 Plants rented out	4 000	(ii) 984
Ensure the selling of grass bales by June 207	500 Grass bales sold	500	(iii) 0



REASONS AND CORRECTIVE ACTION

NUMBER	REASON	CORRECTIVE ACTION
(i)	1 x Campaign in Jouberton cancelled due to Hurricane disaster	None
(ii)	Frequently determined by public demand	None
(iii)	Tractor for bailer reconditioned waiting for parts	None



PUBLIC SAFETY

VISION

To protect and serve the community

MISSION

The Department of Public Safety strives to protect the City of Matlosana and establish a safe and crime free environment where all people can develop to their full potential by promoting safer communities through prevention, preparedness, response, recovery, education and enforcement.

OPERATING STRUCTURE

The department provides the following services:

- Administration and Support
- Traffic and Security
- Fire and Rescue
- Licensing

SERVICE DELIVERY

ADMINISTRATION AND SUPPORT

Provide efficient and effective administrative and support service to the Department and all its Divisions to ensure optimal service delivery.

Description of the activity

- General Administration
- Budget Management
- Information Technology Management
- Personnel Services and Training
- Technical Support Services

Strategic Objectives

- To render an effective and efficient services to the department
- Proper record keeping
- Typing of correspondence and reports
- Attending to received complaints promptly
- Attending to meetings and discussions and giving general feedback

Key issues for 2007/2008

- Ensure effective and efficient support to all sections of the department.

Analysis of the function

DETAIL	TOTAL	COST
Number and cost to employer of all personnel associated with administration functions:		
➤ Manager	0	
➤ Professionals	2	
➤ Office (clerical, administrative)	14	
➤ Non-skilled	<u>2</u>	
Total employees and salary package	18	R1,893,964.94
Total General Expenditure		R1,142,452.61



TRAFFIC AND SECURITY

To promote road traffic safety throughout the City in order to reduce road accidents, fatalities and injuries as well as combating road traffic offences that contributes towards accidents. To ensure that Council Assets are secure and safe and to combat theft within the Municipality.

Description of the activity

- Ensure effective and efficient law enforcement in the community
- Reduce the number of Driving Under Influence related collisions
- Provide effective and efficient accident scene management services
- Provide training to the community in matters relating to traffic, safety and security
- Provide educational services regarding matters relating to road safety

Strategic Objectives

- To regulate and control traffic and enforcement of traffic legislation
- To promote road safety
- To enforce Municipal By-laws and prevent crime

Key issues for 2007/2008

- The provision of basic municipal services to the satisfaction of residents
- By-laws developed for hawkers
- To capacitate Schools with Scholar Patrols where the need arises in urban areas to ensure pedestrian safety
- % Improvement in collection of outstanding traffic fines from offenders
- % Improvement in collection of outstanding law enforcement fines from offenders
- Average response time to call-outs

Analysis of the function

DETAIL	TOTAL	COST
Number and cost to employer of all personnel associated with traffic & security functions:		
➤ Assistant Manager	1	
➤ Professionals	3	
➤ Office (clerical, administrative)	3	
➤ Non professionals (blue collar, outside workforce)	104	
➤ Non-skilled	11	
Total employees and salary package	122	R15,028,962.13
Total General Expenditure		R20,224,935.06

Statistical Information

Description	Actual 2004/2005	Actual 2005/2006	Actual 2006/2007
Escort of Abnormal Loads	112	114	166
Drunken Driving	700	820	1 090
Moving Violations	12 000	42 987	38 904
Road Blocks	24	34	40
Parking Meter Violations	20 000	26 893	28 527
Accident Forms Captured	6 000	10 000	5 000
Training of Scholar Patrols	50	53	53
Road Markings (Litres)	6 000	8 000	11 000
Road Signage (Signs)	500	772	938
Traffic Count	30	50	35



FIRE AND RESCUE

Overview

To preserve and enhance the quality of life and minimize the actual fire risks for the community of Klerksdorp through the application of a comprehensive fire and hazard prevention program and by the provision of quality fire prevention, suppression and rescue services.

Description of the activity

To execute legal and lawful services as per Fire Services Act no 99 of 1987 by:

- Save a life and property
- To respond effectively to emergencies and suppressions
- To provide effective prevention, education and preparedness services

Strategic Objectives

- To minimize the actual fire risks to the community by starting with progressive community training in the Fire & First Aid
- Public education and inspections
- Advance training of Fire Fighters

Key issues for 2007/2008

- To enhance the Safety & Security Service to the Public
- The provision of basic municipal services to the satisfaction of residents
- % of fire hydrant inspections carried out
- Total number of call-outs attended:
- Average response time to call-outs - Emergency call-outs

Analysis of the function

DETAIL	TOTAL	COST
Number and cost to employer of all personnel associated with fire and rescue functions:		
➤ Assistant Manager	0	
➤ Professionals	2	
➤ Office (clerical, administrative)	4	
➤ Semi professionals (fire fighters)	33	
➤ Non-skilled	1	
Total employees and salary package	40	R5,634,988.22
Total General Expenditure		R8,903,698.27

Statistical Information

Description	Actual 2004/2005	Actual 2005/2006	Actual 2006/2007
Fire suppression	600	400	634
Services to other jurisdictions "mutual aid"	4	6	0
Public education	313	300	26
Building plans	151	100	733
Site inspections - new	379	350	700
Site inspections - re-inspections	65	70	0
Flammable liquid registrations	225	300	316
Fire hydrant maintenance/inspection	800	1 000	376
Evacuation plans	18	15	30



LICENSING

Overview

To provide integrated and sustainable registration and licensing services to the community

Description of the activity

- Register and licence vehicles and issue the owners of those motor vehicles with registration certificates and licenses after capturing the information into the system.
- To test applicants for learner's and driver's licenses
- To test and issue roadworthy certificates
- To issue businesses with licenses when complying with safety and health legislation
- To ensure that the implementation of the E-Natis system is fully operational

Strategic Objectives

- Provide effective and efficient motor vehicle registration services to the clients
- Provide effective and efficient driver licenses services to applicants
- Rendering of effective and efficient vehicle testing service
- Testing for and issuing of roadworthy certificates
- Vehicle examination

Key issues for 2007/2008

- The provision of basic Licensing services
- Percentage of drivers license tests passed
- Percentage of learners license tests passed
- % Improvement in collection of income from licensing
- % Improvement in collection of income from trade licensing

Analysis of the function

DETAIL	TOTAL	COST
Number and cost to employer of all personnel associated with licensing functions:		
➤ Assistant Manager	1	
➤ Professionals	1	
➤ Office (clerical, administrative)	33	
➤ Semi professionals (examiners)	11	
➤ Non-skilled	6	
Total employees and salary package	52	R6,401,328.21
Total General Expenditure		R37,084,996.10

Statistical Information

Statistical Information	Actual 2004/2005	Actual 2005/2006	Actual 2006/2007	Cost
Registration of vehicles	32 750	33 001	34 670	2,044,230.00
Licensing/Renewal of vehicle licenses	87 812	87 898	91 551	22,270,483.25
Issue of Permits	6 921	8 062	8 227	418,200.00
Application and renewal of Motor Trade Plates	204	184	241	97,682.00
Application and issue of Business Licenses, Hawkers and stands	439	237	173	34,200.00
Application and issue of certification of roadworthy certificates of motor vehicles	5 716	4 507	4 693	352,164.00
Weighbridge certificate of vehicles	1 538	1 613	1 892	34,056.00



Application and issue of Learner's Licenses	15 850	16 923	15 707	671,201.00
Application and issue of Driver's Licenses	18 941	19 984	7 983	1,151,131.00
Application for Professional Driving Permits	2 906	2 803	3 039	157,572.00
Renewal of Driver's Licenses			11 958	1,548,855.00

ACTUAL PERFORMANCE ACHIEVED BY THE DEPARTMENT MEASURED AGAINST THE SET TARGETS FOR 2006/2007

Key Performance Objective	Key Performance indicator	Annual Target	Target Achieved 2006/2007
Ensure effective fire fighting in the KOSH by June 2007	Fire engine purchased at a cost of R1,888,000	Fire engine	Fire engine
Ensure the effective functioning of the Municipal Court by June 2007	100% Refurbished Municipal Court building at a cost of R 800 000	100%	100%
Ensure effective use of speed camera in a 6 day work week by June 2007	12 000 Speed camera cases reported	12 000	12 000
Hold road blocks to ensure traffic visibility and prevent crime by June 2007	12 Road blocks held	12	12
Ensure effective speed control by June 2007	4 800 Speed cases reported	4 800	2 816 (i)
Ensure effective law enforcement by June 2007	120 Drunken driving cases reported	120	120
Ensure reducing of accidents on reckless driving by June 2007	11 Reckless driving cases reported	11	6 (i)
Ensure road safety training lessons for schools patrols by June 2007	60 School patrols trained on road safety	60	53 (ii)
Ensure road safety awareness user Taxi drivers by June 2007	310 Taxi drivers educated on road safety	310	0 (iii)
Ensure improving collection of revenue for unpaid fines by June 2007	100% Decreased number of unpaid traffic fines	100%	75% (iv)
Ensure capacity building of Ward committees and PS sub committee by June 2007	155 Ward and PS sub committee meetings educated on traffic and security issues	155	0 (v)
Ensure maintenance of road signs by June 2007	459 road signs erected/maintained	459	772



Ensure public information education and relation by June 2007	13 Educational visits to schools and ward meetings carried out	13	8 (vi)
Reduce fire incidents to ensure safe environment for the community by June 2007	120 Fire inspections carried out at business and other development areas	120	93 (vi)
Ensure effective and efficient fire & rescue section by June 2007	23 Vacant positions filled for effective service delivery	23	0 (vii)
Ensure fire hydrant inspections to comply with legislation by June 2007	105 Fire hydrant inspections carried out	105	55 (vii)
Ensure sufficient roadworthy vehicles for fire fighting services by June 2007	6 Fire engines kept operational	6	6
Ensure fire training at petrol depots by June 2007	4 Fire drills held at petrol depots	4	3
Ensure safe buildings for community by June 2007	13 Occupational health and safety inspections carried out at buildings	13	4 (viii)
Combat fires and to safe life's by June 2007	Efficient fire service resulting to no law suits against Council	No law suits	No law suits
Render an effective vehicle registration service by June 2007	32 000 Vehicles registered at Licensing Section	32 000	34 733
Ensure roadworthy vehicles by June 2007	2 000 Vehicles tested at testing station	2 000	2 494
Ensure the testing of driver license applicants by June 2007	5 000 Drivers licences applicants tested	5 000	4 763
Ensure the testing of learner licence applicants by June 2007	9 600 Learner licence applicants tested	9 600	10 037
Ensure the issuing of roadworthy certificates by June 2006	2 000 Roadworthy certificates issued	2 000	2 134
Ensure effective learner licence service by June 2007	Reduced waiting period of learners licence applications to 1 month	1 month	6 weeks (ix)
Ensure an improved motor vehicle licence service by June 2007	Reduced waiting time in queues for customers renewing motor vehicle licences to 20 min	20 min	40 min (x)
Ensure an improved drivers licence service by June 2007	Reduce waiting period for drivers licence applications to 1 month	1 month	3 months (xi)
Ensure an improved business licence service by June 2007	Reduced waiting period of business licence applications to 1 month	1 month	1 month

REASONS AND CORRECTIVE ACTION

NUMBER	REASON	CORRECTIVE ACTION
(i)	Problems with National E -Natis. Traffic mainly concentrated on serving of W.O.A from 28/05/07	Await E-Natis connection
(ii)	Concentrated on best driver of the year project	Schools patrol to be trained in the new year
(iii)	Awaiting training material from Province	Regular follow-up to be made on progress
(iv)	Shortage of postage money. National E- Natis problems	To be addressed in new financial year
(v)	Awaiting allocation of funds for marketing purposes	To be investigated
(vi)	Incidents and other priorities	Staff shortages to be investigated
(vii)	In process	To be concluded 31 August 2007
(viii)	The objective to receive attention from 01 July 2007	None
(ix)	Shortage of Examiner of Learners Licence	To be filled in new financial year
(x)	System down - Change to E-Natis.	To be rectified with proper E-Natis functioning
(xi)	Shortage of Examiner of Driver's Licence and drivers licence applicants from out of KOSH area test at our stations	To be filled in new financial year



HEALTH SERVICES

VISION

The assuring of community well being by addressing health issues and making essential services and facilities available, accessible and affordable.]

MISSION

To optimize the delivery of quality curative and preventative health service to the community of Matlosana.

OPERATING STRUCTURE

The department provides the following services:

- Administration and Support
- Primary Health Care
- Environmental Health Care

SERVICE DELIVERY

ADMINISTRATION AND SUPPORT

Overview

The administration and Support function is responsible for effective administration of the department as a whole. It also acts as complaint centre for the department on health services issues.

Description of the activity

- Typing of all correspondence
- Filing and safe keeping of all records
- Assisting with general enquiries
- Dealing with and directing complaints

Strategic objectives

- Ensure effective and sufficient administration function
- Record keeping
- Financial control of the department

Key issues for 2007/2008

- Maintain proper consumer service
- Attend to received complaints promptly

Analysis of the function

DETAIL	TOTAL	COST
Number and cost to employer of all personnel associated with administration functions:		
➤ Manager	0	
➤ Professionals	0	
➤ Office (clerical, administrative)	6	
➤ Non-skilled	1	
Total employees and salary package	7	R1,101,504.10
Total General Expenditure		R1,107,024.14



PRIMARY HEALTH CARE

Overview

The Primary Health Care division is responsible for the supply of medicines and ensuring rational drug use and also essential services. Health promotion and the implementation of a comprehensive HIV/AIDS strategy in collaboration with the community and other role-players and key focus area.

Description of the activity

To render a core package of the following primary health care services at all clinics throughout Matlosana:

- Tuberculosis (TB)
- Sexual Transmitted Infections (STI's)
- Immunisation
- Child Mother Services
- Women Health
- Chronic and Curative Care
- HIV/AIDS related care

Strategic objectives

- Improvement of the health status of the community.
- Ensuring access to services.
- Community empowerment.
- Establishment of partnerships and networks (NGO's and North West Province).

Key issues for 2007/2008

- The provision of basic municipal services to the satisfaction of residents
- HIV/Aids policy approved by council
- No of educational / awareness campaigns held for HIV/AIDS
- No of educational awareness campaigns held for TB

Analysis of the function

DETAIL	TOTAL	COST
Number and cost to employer of all personnel associated with primary health care functions:		
➤ Assistant Manager	1	
➤ Professionals	35	
➤ Office (clerical, administrative)	6	
➤ Non professionals (blue collar, outside workforce)	9	
➤ Non-skilled	17	
Total employees and salary package	68	R6,679,201.74
Total General Expenditure		R8,099,529.73

Statistical Information

CLINICS	NUMBER OF PATIENTS ASSISTED		
	2004/2005	2005/2006	2006/2007
Alabama	65 244	55 392	59 046
Delekile Khoza	42 058	19 265	24 058
Empilisweni	44 129	71 429	54 840
Gate Way / N Pretorius	15 264	56 719	31 656
Kanana	66 574	53 092	39 897
Kanana Ext 7	-	-	-



Khuma	75 241	58 438	52 580
Marcus Zenzile	14 246	60 675	32 760
Orkney	84 194	36 285	52 364
Park Street	84 168	74 126	54 306
Randlespark	-	3 774	4 263
Stilfontein	78 434	64 475	65 160
Tsholofelo	42 394	34 294	51 388
Youth Centre	8 124	8 530	19 624
Mobile Clinics	-	-	40 932
COMMUNITY HEALTH CENTRE			
Botshabelo	105 374	116 084	109 908
Tigane	64 354	52 259	98 404
Grace Mokgomo	107 143	126 458	130 132
Jouberton Poli	108 828	72 895	109 816

ENVIRONMENTAL HEALTH SERVICES

Overview

Responsible for inspections at various institutions to prevent possible spreading of diseases and to promote public health.

Description of the activity

The ensure environmental health inspections at Food Preparation Premises, Food Handling Premises, Dairy Farms Milking Sheds and Dairy Products, Hawkers/vendors of Food and Food Transportation, Food Condemnations - unhealthy and unsound food, Food and Water Sampling, Funeral Undertakers, Parlours/facilities, Crematoria and Mortuaries, Pre-school Institutions, Crèches, Building Plans, Air Pollution Control, Pauper Funerals, Training and Health Education and Law Enforcement, Routine Inspections from an environmental point of view, Environmental Pollution Control.

Strategic objectives

To deliver preventative health care service regarding pollution and hygiene control.

Key issues for 2007/2008

- The provision of basic Environmental health services to the satisfaction of residents
- Plan developed on Environmental awareness projects for the yearly calendar events
- Air quality Plan developed for the measurement of air quality in collaboration with the mines
- Uranium contamination Plan developed for the measurement of uranium contamination levels in collaboration with the mines

Analysis of the function

DETAIL	TOTAL	COST
Number and cost to employer of all personnel associated with environmental health functions:		
➤ Assistant Manager	1	
➤ Professionals	10	
➤ Office (clerical, administrative)	0	
➤ Non-skilled	2	
Total employees and salary package	13	R2,604,154.30
Total General Expenditure		R3,613,015.66



DETAIL	INSPECTIONS		
	2004/2005	2005/2006	2006/2007
Accommodation and Related Facilities	314	330	3 300
Food	2 996	2 899	3 343
Environmental Pollution	4 368	3 012	1 153
Funeral Undertakers	96	128	152
Pauper Burials	252	250	239
Public Toilets	48	45	114
Hygiene Education: Water, Sanitation & Food	7 200	8 000	1 242
Other Environmental Health Education	648	720	1 005
Milk Samples	24	46	118
Water Samples	540	566	604
Food Samples	72	244	113
Final Sewerage Effluent	-	-	48

ACTUAL PERFORMANCE ACHIEVED BY THE DEPARTMENT MEASURED AGAINST THE SET TARGETS FOR 2006/2007

Key Performance Objective	Key Performance indicator	Annual Target	Target Achieved 2006/2007
Promote public awareness and effectively address the challenge on HIV/Aids by June 2007	2 HIV/Aids awareness campaigns held	2	3
Promote public awareness on TB in the community by June 2007	2 TB awareness campaigns held	2	3
Cancer (cervical and breast)	2 cancer campaigns held	2	2
Promote public awareness on domestic violence by June 2007	1 Domestic violence campaign held	1	1
Integrated Management of Childhood Illness (IMCI)	2 IMCI campaigns held	2	1
Provide an effective Primary Health Care services to the community at Council's various clinics by June 2007	Effective and efficient service rendered at all clinics (916 733 Patients treated at various clinics)	90%	90%
Ensure a hygienic standard at food premises in compliance with applicable legislation by June 2007	3000 Food premises inspected	3 000	3343
Ensure Environmental Health inspections by June 2007	448 Environmental pollution inspections carried out	448	1153

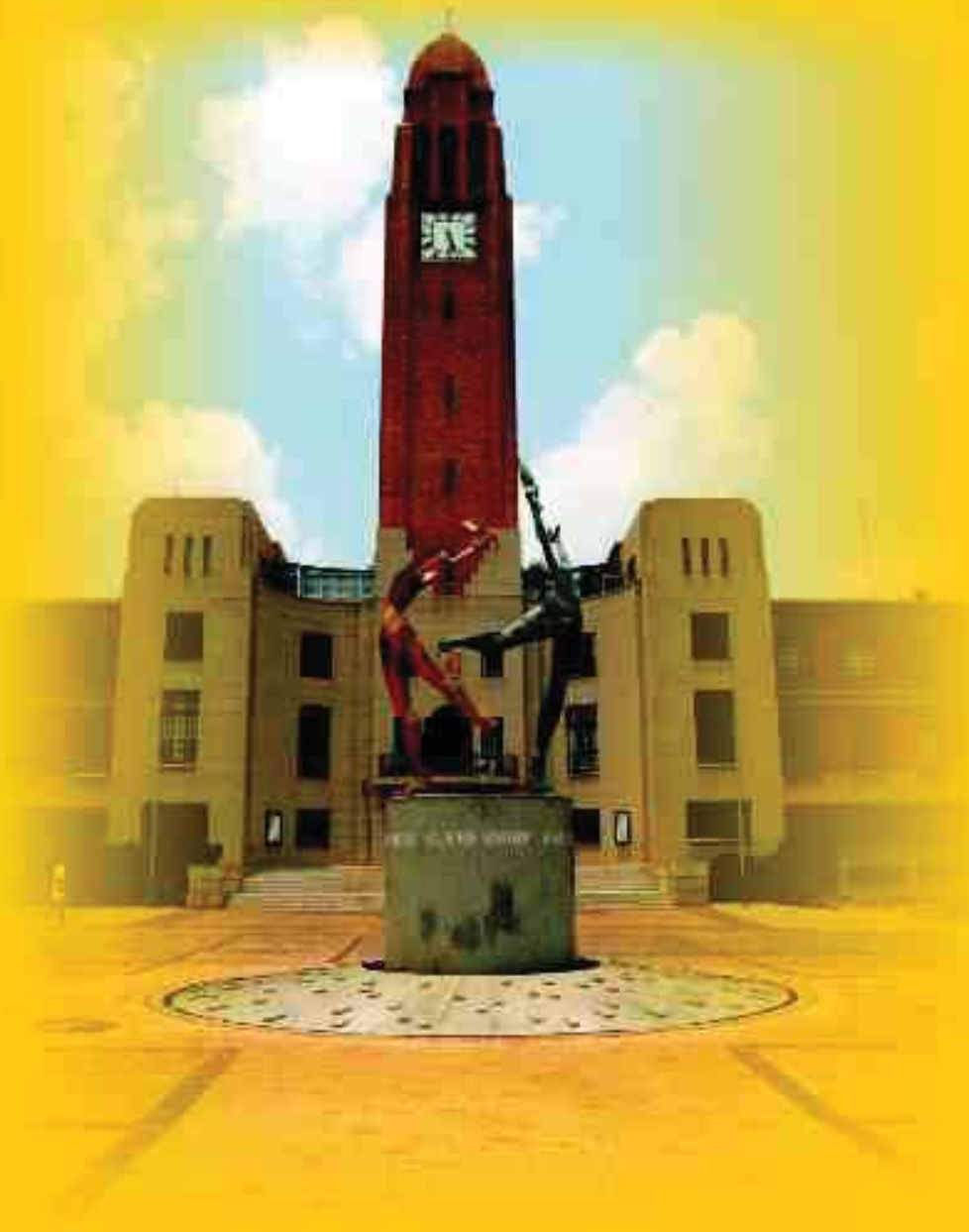


Ensure safe drinking water for the community in compliance with legislative standards by June 2007	135 Water samples taken per quarter (45 per month)	540	604
Ensure safe environment for the community by preventing the spreading of diseases by June 2007	80 Food samples taken	80	113
Ensure safe water and recreation for the community in compliance with legislative standards by June 2007	12 Water samples from river/streams taken	12	61
Ensure an informed community on environmental population projects by June 2007	48 Schools visited and educated learners on environmental population	48	100
Effectively address the challenge of Environmental Health in Matlosana by June 2007	Number of statutory notices based on visits by Environmental Health Practitioners	1320	(i) 1284
Ensure an informed community on vegetable cultivations by June 2007	24 Projects launched on vegetables cultivation	24	25

REASONS AND CORRECTIVE ACTION

NUMBER	REASON	CORRECTIVE ACTION
(i)	1 x Environmental Health Practitioner appointed as Acting Assistant Manager - leaving gap in the operational side	Awaiting demolition to be finalized

DIRECTORATE Economic Growth



DIRECTORATE Economic Growth

ECONOMIC AFFAIRS & CORPORATE COMMUNICATIONS

VISION

To create a prosperous city and develop economic strategies that will alleviate poverty and related socio - economic impacts by stimulating economic growth and development.

MISSION

To formulate and implement strategies that will create an environment conducive to sustainable economic growth and development.

OPERATING STRUCTURE

This Department is divided into two divisions:

- Local Economic Development
- Corporate Communication (which includes Administration, Marketing and Tourism)

SERVICE DELIVERY

LOCAL ECONOMIC DEVELOPMENT

Overview

To create a prosperous city and develop economic strategies that will alleviate poverty and the related social impacts by stimulating economic growth and development.

Description of the activity

Diversification of the economy:

- Reduction of unemployment
- Stimulation of SMME growth
- Poverty alleviation

Strategic objectives

Provide Economic Friendly Municipal Procedure and regulations

- Facilitate the review and development of economic activities friendly by-laws.
- Provide municipal procedures that promote economic activity.

Promote identified economic sectors

- Facilitate the regeneration of the manufacturing sector and other sectors.
- Monitor the growth of tourism and the linkages to the sector.
- Facilitate the growth of agriculture.
- Facilitate the development and growth of the information technology sector.
- Monitor the performance of the various sectors.
- Facilitate the re-skilling of the labour force.
- Facilitate the regeneration of industrial areas and CBD's and upgrade of residential areas.



Mainstream Economic Activity into the Formal Economy

- Facilitate the acquisition of economic skills.
- Facilitate the utilization of co-operatives in the municipality's procurement system.
- Facilitate the growth and contribution of SMME's.
- Link Council property to people entering the economy.
- Facilitate access to finance.

Align Procurement Processes for Economic Development

- Monitor the implementation of a Supply Chain Management Policy to support economic development.
- Monitor the targets set on procurement.
- Promote local buying from local producers.
- Encourage City based companies to set targets for buying from SMME's and Cooperatives.

Facilitate a Conductive Environment for Investment

- Co-ordinate interactions with internal and external stakeholders on investments.
- Market City of Matlosana as friendly investment destination.

Facilitate the growth of Cooperatives

- Promote credit and savings unions.
- Encourage the community to form Cooperative.
- Support the Cooperative established.
- Through partnership convert Non Profit Organizations and food gardens into cooperatives.

Key issues for 2007/2008

- Macro Economic Development plan developed
- Master Plan developed for creation of sustainable business
- Existing public and private resources to intensify enterprise support to local communities utilised
- The number of jobs created through the Municipality's local economic development initiatives including capital projects
- Master Plan developed for informal traders
- Master Plan developed for the development of two new taxi ranks
- Master Plan developed for support of SMME's through bigger business
- Master plan developed for two projects to be established for the youth
- Airport development

Analysis of the function

DETAIL	TOTAL	COST
Number and cost to employer of all personnel associated with Led functions:		
➤ Professionals	2	
➤ Office (clerical, administrative)	2	
Total employees and salary package	4	R684,299.20
Total General Expenditure		R964,059.54



Statistical Information

DETAIL	UNIT	2004/05	2005/06	2006/07
Number of SMME's assisted	SMME	25	174	388
Number of Jobs created	Jobs	300	823	920
Training provided in house for SMME's	Training	4	17	9
Number of funding facilitated	Funding	6	24	11
Youth workshops	Workshop	1	6	2
Disabled workshops	Workshop	1	3	2
SMME Training Facilitated (External)	Training	4	19	9
SMME EXPO	EXPO	0	0	0

CORPORATE COMMUNICATION

Overview

To support the municipality's vision and mission by opening a world class marketing service and enhancing the City of Matlosana's brand building strategy through the marketing of focus areas.

Description of the activity

- Matlosana branding and identity
- Marketing and advertising
- Public relations and communication
- Event co-ordination
- Tourism development

Strategic objectives

- Provision of an information centre to assist tourist coming to our city
- Provision of crafter stalls at Goudkoppie
- Promote N12 Treasure Route as a Spatial Development initiative
- Create awareness and build a professional image amongst investors and tourists by establishing a website
- Maintain established international relations
- Community newsletter

Key issues for 2007/2008

- Branding Plan developed for the department
- Marketing Plan developed for the department
- Tourism development Plan developed for tourism
- Implementation Plan developed for assessment of council establishments
- Implementation Plan developed for the establishment of a tourism information centre
- Rural Tourism Plan developed for the development of local tourism in rural areas



Analysis of the function

DETAIL	TOTAL	COST
Number and cost to employer of all personnel associated with corporate communication functions:		
➤ Manager	1	
➤ Professionals	1	
➤ Office (clerical, administrative)	2	
Total employees and salary package	4	R1,035,248.83
Total General Expenditure		R1,937,040.93

Statistical Information

DETAIL	UNIT	2004/05	2005/06	2006/07
2010 Meetings	Meeting	2	4	10
Meeting with Business	Meeting	6	23	7
Website	Hit Rate / Day	211	350	120 000

ACTUAL PERFORMANCE ACHIEVED BY THE DEPARTMENT MEASURED AGAINST THE SET TARGETS FOR 2006-2007

Key Performance Objective	Key Performance Indicator	Annual Target	Target Achieved 2006/2007
Ensure the completion of the IDP Aretsosaneng Project by December 2006	100% Completed IDP Aretsosaneng Project at a cost of R400,000	100%	100%
Ensure the implementation of the Dirang Ka Natla project by June 2007	30 SMME's established with the implemented Dirang Ka Natla project at a cost R 300 000	30	30
Promote and build capacity of SMME'S by June 2007	100 SMME's assisted	100	123
Alleviate poverty for creating work opportunities by June 2007	400 Jobs created by work creation initiatives	400	920
Internal training sessions to capacitate SMME'S by June 2007	4 In-house training sessions held for SMME'S	4	9
Assist SMME'S to obtain funding by June 2007	6 Applications assisted for funding	6	11
Establish buy-in from various role players to create employment opportunities by June 2007	12 Employment opportunities established and implemented	12	46
Effective service delivery and communication between Government Departments by June 2007	4 Farmers assisted in obtaining funds	4	9



Create marketing awareness to promote Klerksdorp by June 2007	Number of hit rate on website	88	12 000
Ensure local and national awareness by June 2007	20 Advertisements placed in local and international media	20	20
Ensure a effective supply chain management service by June 2007	Conclusion of a contract within 8 weeks	8	8
Ensure capacity building on procurement service by June 2007	4 Tendering workshops arranged	4	4
Ensure proper awarding of tenders to HDI companies by June 2007	50% of tenders awarded to HDI	50%	82,33%
Create capacity and opportunity by June 2007	4 Supplier development workshops arranged	4	4
Ensure compliance with legislation by June 2007	Review annually policies and procedures	3	1 (i)
Ensure publication of an annual overview by June 2007	Overview report published	1	1
Ensure publication of quarterly SCM	Quarterly report submitted to Executive Mayor on SCM	4	4

REASONS AND CORRECTIVE ACTION

NUMBER	REASON	CORRECTIVE ACTION
(i)	3 x Workshops arranged, but postponed by Councillors	Matter to be investigated



FRESH PRODUCE MARKET

VISION

A Fresh Produce Market that is effective, efficient and economic satisfactory to consumer needs through effective distribution channels, facility provision and operational services.

MISSION

To sustain fresh produce strategies that will enable support and contribute to the growth and development of the fresh produce industry.

OPERATIONAL STRUCTURE

The Department provides the following services at the Matlosana Fresh Produce Market:

- Administration
- Operational

SERVICE DELIVERY

ADMINISTRATION AND OPERATIONAL

Overview

The purpose of the Fresh Produce Market is to create a channel for fresh produce off set to satisfy customer needs. It further provides an operational service to the agents and buyers and provides an infrastructure by the sellers and buyers.

It furthermore actively markets the Fresh Produce Market and keeps existing clients informed.

Description of the activity

- Provision of market hall, offices, shops, stores and hawker shelters
- Sales areas for four Market Agents
- Computer system to ensure administration surety and reliability
- Cashier services for consumers
- Ensure fresh produces at all times by providing cold rooms and ripening rooms for market agents
- Card buyer system for buyers to control purchases per day
- Ensure safe environment for buyers and producers at market
- Provide carriage equipment (trolleys) to assist buyers with the transporting of their produce to the loading platforms

Strategic objectives

- Provide a safe and reliable shopping environment
- Preserve and enhance quality control
- Provide efficient operation of our buildings
- Provide a consistent and good customer service to all our clients
- Provide efficient and effective administrative support to department operations to ensure optimal service delivery
- Promote staff career development
- Ensure that our communities are informed
- Effective & efficient financial administration



Key issues for 2007/2008

- Percentage progress on the Extension of market hall project
- Capacitate and empower emerging producers and hawkers
- Effective financial management in the department
- Marketing strategy developed for the market
- Provide fencing for market hall
- Repair floor of market
- Improve market finances by reducing outstanding debtor account to 84%

Analysis of the function

DETAIL	TOTAL	COST
Number and cost to employer of all personnel associated with fresh produce functions:		
- Manager	0	
- Professionals	2	
- Office (clerical, administrative)	18	
- Non professionals (blue collar, outside workforce)	3	
- Non-skilled	14	
Total employees and salary package (Not audited)	37	R4,130,014.71
Total Expenditure (Not audited)		R10,867,247.15

Statistical Information

INDICATOR	2004/2005	2005/2006	2006/2007
Rental Estate	R697,665	R670,000	R745,710
Market Dues	R8,599,513	R9,715,000	R9,962,130
Fees Ripe & Cool	R483,120	R600,000	R442,380
Buyer Cards	R7,438	R3,200	R3 930
Rental Transport	R67,519	R54,000	R66,320

ACTUAL PERFORMANCE ACHIEVED BY THE DEPARTMENT MEASURED AGAINST THE SET TARGETS FOR 2006-2007

Key Performance Objective	Key Performance indicator	Annual Target	Target Achieved 2006/2007
Ensure the fencing in of the Market Hall by June 2007	100% Fenced Market Hall at a cost of R40,000	100%	100%
Ensure the IDP extension of the Market Hall by June 2007	100% IDP extension of the Market Hall at a cost of R1,280,900	100%	100%
Ensure the repair of the Market floor by June 2007	100% Repaired Market floor at a cost of R180,000	100%	0% (i)
Ensure of the extension of Market Hall by providing a extended sales area by June 2007	100% Extended Market Hall at a cost of R 2 032 000	100%	50% (ii)
Ensure the collection of R 7 245 000 market dues by June 2007	R 7 245 000 market dues collected	R7 245 000	R 8 974 306



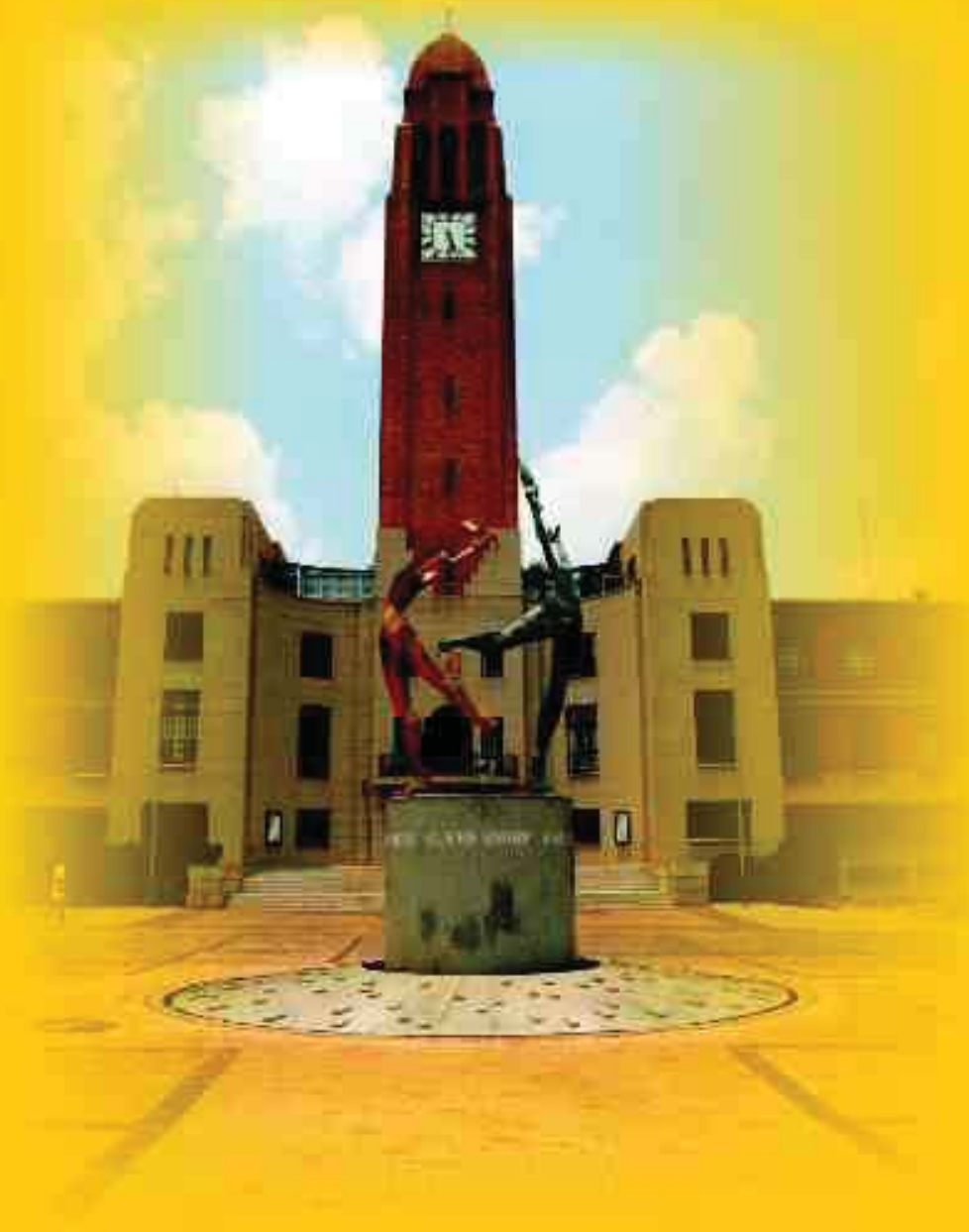
Ensure that 630 000 Sales transactions are processed by June 2007	630 00 Sales transactions processed	630 000	696 033
Ensure the collection of R 55 000 for rental transport revenue by June 2007	R 55 000 Collected for rental transport	R 55 000	R 58 334
Ensure fresh produce by the ripening of 283 500 cartons of bananas by June 2007	283 500 Cartons of bananas ripened	283 500	248 772
Ensure the collection of R 421 000 in ripening and cooling fees by June 2007	R 421 000 Ripe and cool fees collected	R 421 000	R 343 868
Improve market finances by reducing the outstanding debtor account with 84% by June 2007	Outstanding debtor account reduced to 84%	84%	(iii) 3,57%
Ensure the introduction of new producers to Market by assisting 4 emerging farmers by June 2007	4 Emerging farmers assisted	4	4
Ensure public education to create a healthier life style by arranging 8 awareness programmes on 5-A-Day by June 2007	8 Awareness programmes on 5-A-Day	8	12
Ensure a proper service to buyer by providing training to 10 hawkers by June 2007	10 Hawkers provided training	10	10
Provide a 80% clean environment to users by June 2007	80% Clean facilities provided to market users	80%	80%
Provide proper shelters to 2 hawkers by June 2007	2 Hawker shelters completed	2	2
Upgrade the Market with the completion of Phase II by June 2007	Completed Phase II of market extension	100%	100%

REASONS AND CORRECTIVE ACTION

NUMBER	REASON	CORRECTIVE ACTION
(i)	Project finalised. The project not to engineer's specifications	As soon as been rectified payment to be finalized in new financial year
(ii)	Phase II of project completed	Balance to be paid on receipt of payment certificate
(iii)	Additional debtors with guarantees	Private debt collectors to be appointed



NATIONAL KEY PERFORMANCE INDICATORS



NATIONAL Key Performance Indicators

NATIONAL KEY PERFORMANCE INDICATORS

The 7 National Key Performance Indicators as prescribed in terms of section 43 of the Local Government: Municipal Systems Act, 2000 (32 of 2000), as well as in the terms of section 10 of the Local Government: Municipal Planning and Performance Management Regulations are reported on as follows:

GENERAL KEY PERFORMANCE INDICATOR	PRIORITY AREA	2005/06			2006/07			2007/08	
		BACKLOG	TARGET	ACHIEVED	BACKLOG	TARGET	ACHIEVED	BACKLOG	TARGET
The percentage of households with access to basic level of water, sanitation, electricity and solid waste removal	Water	2 554	1 398	1 398	1 156	1 026	1 026	130	130
	Sanitation	14 532	1 762	1 762	12 770	12 770	12 770	13 568	13 568
	Electricity	No Backlog	1 100	1 100	No Backlog	629	629	7 900	750
	Solid Waste Removal (premises)	No Backlog	85 000	85 000	No Backlog	90 040	83 840	6 200	94 200

GENERAL KEY PERFORMANCE INDICATOR	PRIORITY AREA	2005/06		2006/07		2007/08
		TARGET	ACHIEVED	TARGET	ACHIEVED	TARGET
The percentage of households earning less than R1 100 per month with access to free basic services	Electricity 50Kwh and Water 6kl free	All applications that are received	34 584 households which represents 29,7% of all households	All applications that are received	36 279 households which represents 30,69% of all households	All applications that are received
The percentage of the municipality's capital budget actually spent on capital projects identified for a particular financial year in terms of the municipalities Integrated Development Plan.	Revised capital budget approved	R167,3m	R 127,6m	R144,7m	R317,43m (Revised)	R294,678m
	Total expenditure as at 30 June 2007	R 167,3m	R 127,6m	R7,820,400	R7,096,279	R17,153,600
	% Spent	100%	76,3%	100%	90,74%	100%

See Annexure "A" for financial year end achievements for IDP and MIG capital projects approved and funded by Council and National Government respectively.

It must be noted that the expenditure indicated is not the final expenditure for the financial year, as creditors are still paid until 31 July 2007.

The number of jobs created through municipality's Local Economic Development initiatives, including capital projects	Unemployment and Poverty reduction	2005/06		2006/07		2007/08
		TARGET	ACHIEVED	TARGET	ACHIEVED	TARGET
		100	823	400	920	500



The number of people from employment equity target groups employed in the three highest levels of management in compliance with a municipality's approved employment equity plan	Improve Representivity	2005/06		2006/07		2007/08
		TARGET	ACHIEVED	TARGET	ACHIEVED	TARGET
		Senior Management (0-3)	Senior Management (0-3)	Senior Management (0-3)	Senior Management (0-3)	Senior Management (0-3)
		<u>Male</u>	<u>Male</u>	<u>Male</u>	<u>Male</u>	<u>Male</u>
		BM - 20 CM - 0 IM - 0 WM - 10	BM - 18 CM - 0 IM - 0 WM - 16	BM - 20 CM - 1 IM - 1 WM - 13	BM - 19 CM - 0 IM - 0 WM - 16	BM - 20 CM - 1 IM - 1 WM - 13
The percentage of a municipality's budget actually spent on implementing its workplace skills plan	Training: Exp Training: Levy SETA: Exp SETA: In/rec	<u>Female</u>	<u>Female</u>	<u>Female</u>	<u>Female</u>	<u>Female</u>
		BF - 4 CF - 0 IF - 0 WF - 2	BF - 3 CF - 0 IF - 0 WF - 1	BF - 4 CF - 0 IF - 0 WF - 3	BF - 4 CF - 0 IF - 0 WF - 2	BF - 6 CF - 1 IF - 0 WF - 3
			Vacant - 11		Vacant - 12	
		2005/06		2006/07		2007/08
		TARGET	ACHIEVED	TARGET	ACHIEVED	TARGET
The percentage of a municipality's budget actually spent on implementing its workplace skills plan	Training: Exp Training: Levy SETA: Exp SETA: In/rec	R	R	R	R	R
		927,876 1,534,144	827,150 1,434,083	948,980 1,693,476	924,589 1,531,025	998,690 1,807,890
		826,012 -1,000,000	285,000 -1,234,669	1,000,000 -1,000,000	844,245 795,910	1,060,000 1,060,000



Financial viability express by the following ratios:

(i) DEBT COVERAGE RATIO:

$$A = (783\,379\,634 - 129\,551\,883) / (50\,038\,806 + 44\,573\,257)$$

A = 6,9 times

(Note: 11,4 times in 2006)

$$A = (B - C) / D$$

Where:

"A" represents debt coverage

"B" represents total operating revenue received

"C" represents operating grants

"D" represents debt service payments (i.e. interest + depreciation) due within the financial year

(ii) OUTSTANDING SERVICE DEBTORS TO REVENUE

$$A = 501\,250\,082 / 931\,958\,624$$

A = 53,8%

(Note: 54,5% in 2006)

$$A = B / C$$

Where:

"A" represents outstanding service debtors to revenue

"B" represents total outstanding service debtors

"C" represents annual revenue actually received for services

(iii) COST COVERAGE RATIO:

$$A = (32,667,396 + 187\,649\,333) / 61\,936\,071$$

A = 3,6 Times

(Note: 2,8 Times in 2006)

$$A = (B + C) / D$$

Where:

"A" represents cost coverage

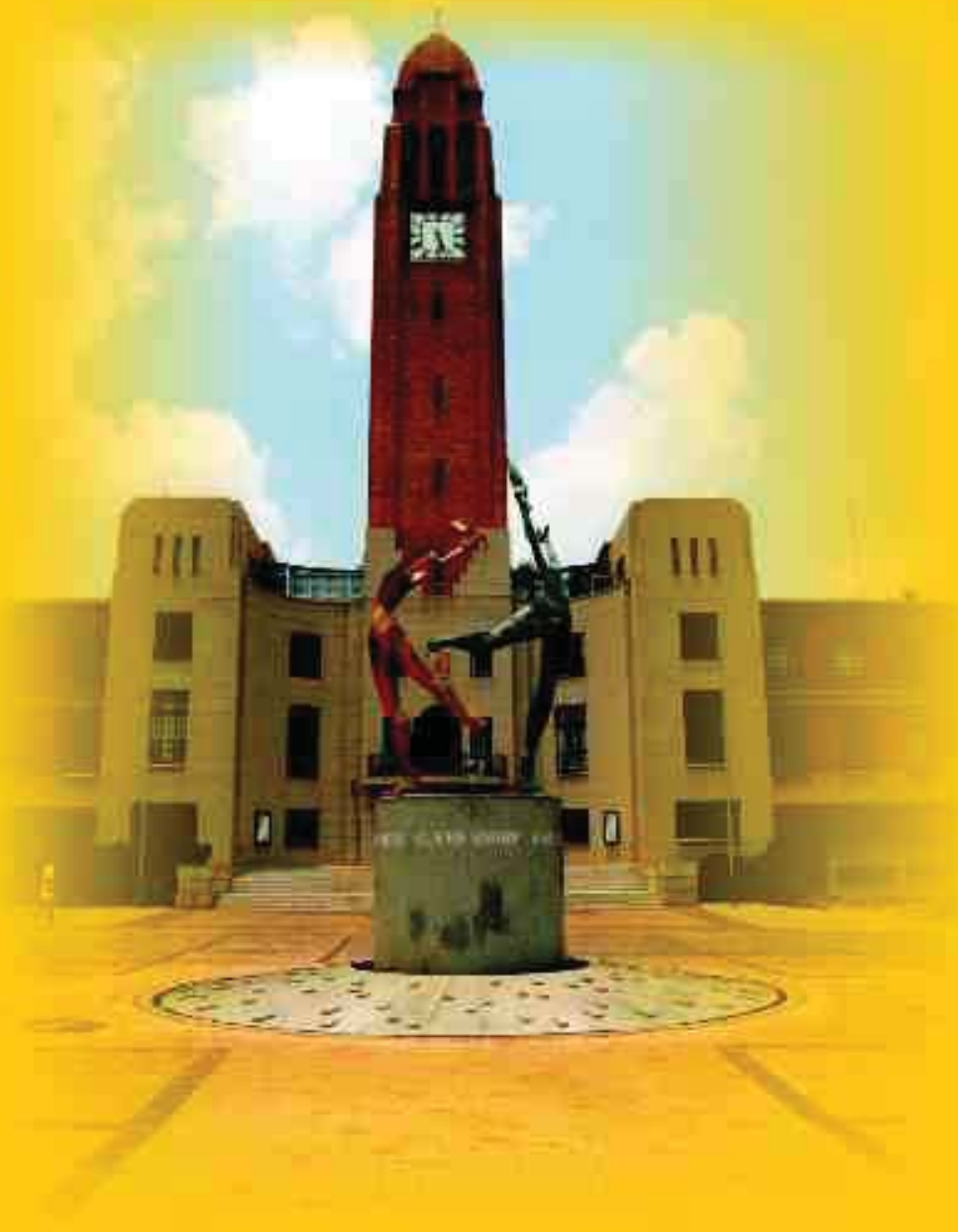
"B" represents all available cash at a particular time

"C" represents investments

"D" represents monthly fixed operating expenditure



SERVICE PROVIDERS



Service Providers

Service Providers

Currently council does not make use of any service provider/s, which renders a municipal service on behalf of Council and therefore no performance can be reported.

Although Eskom renders an installation and maintenance service to the community of Kanana, Khuma, Tigane, rural areas and farm lands which falls within the demarcated municipal area of the City of Matlosana, the agreement is between the National Electricity Regulator (NER) and Eskom, by means of a distribution license. No service level agreement is concluded with Council.

The Department Electrical Engineering is in the process of investigating service level agreements with Eskom and the Department of Minerals & Energy.





ANNEXURE A

MIG / IDP PROJECTS PROGRESS: 2006/2007 FINANCIAL YEAR

ANNEXURE "A"

PROJECT	APPROVED MIG FUNDING	COUNTER FUNDING	TOTAL	TOTAL EXPENDITURE MIG FUNDING EXCL VAT	VAT	TOTAL	EXP %	SAVING	TOTAL EXPENDITURE COUNTER FUND EXCL VAT	VAT	TOTAL	EXP %	SAVING	TOTAL
Tigane Extension 6 Water Network (715 even)	R 2,777,200.00	R 22,800.00	R 2,800,000.00	R 1,497,150.96	R 209,602.26	R 1,706,761.22	61%	R 1,280,041.04						R 1,706,761.22
Tigane Ext 5 Water Network (208 even)	R 725,689.80	R 7,330.20	R 733,020.00	R 615,066.09	R 88,109.25	R 701,175.34	97%	R 110,623.71						R 701,175.34
Klerksdorp Rural Water Supply: Klop & Hartshof Areas: (Uraai, Olate, Napulie and Nkapisang)	R 389,800.00	R 0.00	R 389,800.00	R 341,754.39	R 47,845.61	R 389,800.00	100%	R 47,845.61	R 35,688.28	R 4,937.76	R 40,696.04	100%		R 430,236.04
Water supply to rural schools and clinics - Rhenosterspruit	R 265,750.00	R 14,250.00	R 280,000.00	R 147,442.00	R 20,841.88	R 188,063.88	71%	R 88,308.00						
Noudgedacht Holdings	R 500,000.00	R 0.00	R 500,000.00	R 410,134.44	R 57,418.82	R 467,553.26	94%	R 89,885.56	R 187,983.46	R 26,319.08	R 214,312.54	100%		
Khurra Bulk Water Supply (Phase I)	R 5,347,674.00	R 52,326.00	R 5,400,000.00	R 4,630,942.11	R 656,731.89	R 5,347,674.00	100%	R 656,731.89						R 681,165.80
Alakana Extension 3 - Bulk Supply (1 785 even)	R 3,200,000.00	R 0.00	R 3,200,000.00	R 2,807,017.54	R 392,982.46	R 3,200,000.00	100%	R 392,982.46	R 282,200.47	R 38,508.07	R 321,708.54	100%		R 65,347,674.00
Khurra Ext 6 Sewer Network (683 even)	R 3,050,925.00	R 74,975.00	R 3,125,800.00	R 2,675,498.34	R 374,589.77	R 3,050,068.11	100%	R 375,426.68						R 3,521,708.54
Khurra Ext 10 Sewer Network (157 even)	R 505,809.00	R 16,381.00	R 522,000.00	R 443,516.65	R 62,092.35	R 505,608.98	100%	R 62,092.35						R 3,050,068.11
Jouberton Ext 23 Sewer Network (1 085 even)	R 6,061,258.00	R 124,882.00	R 6,186,120.00	R 4,738,947.22	R 663,326.61	R 5,401,373.83	88%	R 1,323,210.78						R 6,061,373.83
Willebeestlaagte and Palmietfontein - Rural Sanitation	R 1,071,308.00	R 0.00	R 1,071,308.00	R 642,355.92	R 88,929.87	R 732,286.89	68%							R 732,286.89
Klerksdorp WWTU Upgr Mechanical & Electrical Installation	R 1,430,000.00	R 0.00	R 1,430,000.00	R 1,254,985.96	R 175,614.04	R 1,430,000.00	100%	R 0.00	R 68,405.52	R 9,288.57	R 75,725.09			R 1,505,725.09
Jouberton Ext 7 Sewer Network (11 even)	R 55,860.00	R 1,440.00	R 57,000.00	R 49,000.00	R 6,860.00	R 55,860.00	100%	R 6,860.00						R 55,860.00
Khurra Ext 1 Sewer Network (2821-2823 even)	R 80,000.00	R 113,780.00	R 193,780.00	R 66,566.06	R 9,319.25	R 75,885.31	95%	R 13,493.94	R 109,821.82	R 15,347.05	R 124,998.87	100%		R 200,654.16
Tigane Ext 1 Sewer Network (408415 even)	R 32,886.00	R 7,614.00	R 40,300.00	R 28,671.93	R 4,014.07	R 32,686.00	100%	R 4,014.07	R 6,104.08	R 854.57	R 6,958.65	91%	R 1,509.32	R 32,886.00
Tigane Ext 5 Sewer Network (232 even)	R 1,563,379.00	R 24,221.00	R 1,587,600.00	R 1,247,124.09	R 174,597.37	R 1,421,721.46	91%	R 316,254.91						R 1,421,721.46
Kanana Ext 13 - Sewer Network (602 even)	R 3,116,832.00	R 31,188.00	R 3,148,000.00	R 2,182,737.89	R 305,583.31	R 2,488,321.20	80%	R 894,094.11	R 19,913.00	R 2,787.82	R 22,700.82	73%	R 11,255.00	R 2,511,022.02
Sewer network, Jouberton Ext. (9 west (685 even)	R 3,465,346.00	R 34,563.00	R 3,499,909.00	R 3,038,777.19	R 425,568.81	R 3,465,346.00	100%	R 425,568.81	R 235,512.53	R 32,971.75	R 268,484.28	100%		R 3,733,738.69
Jouberton Ext 20 Sewer Network (981 even)	R 4,632,725.00	R 30,000.00	R 4,662,725.00	R 3,392,522.11	R 334,953.10	R 2,727,475.21	59%							R 2,727,475.21
Upgrading of Klerksdorp Sewage Treatment Works (Phase 2)	R 7,120,716.00	R 0.00	R 7,120,716.00	R 5,325,087.88	R 745,512.30	R 6,070,600.18	85%							R 7,694,170.23
Increase Olney WWTU to 20 Ml p d (CivilMech Works)	R 19,552,952.00	R 50,000.00	R 19,602,952.00	R 10,154,127.68	R 1,421,577.87	R 11,575,705.55	85%	R 3,388,824.32						R 11,575,705.55
Tigane Ext 6 Sewer Network (888 even)	R 4,445,760.01	R 75,238.99	R 4,521,000.00	R 3,889,788.48	R 545,970.53	R 4,445,760.01	100%	R 545,970.53	R 429,885.89	R 60,143.43	R 489,739.32	100%		R 5,335,046.05
Jouberton Ext 22 Sewer Network (521 even)	R 2,677,200.00	R 22,800.00	R 2,700,000.00	R 2,238,908.26	R 313,587.16	R 2,553,495.42	95%	R 437,291.74						R 2,553,495.42
New Regional Landfill Site	R 6,520,990.00	R 5,000,000.00	R 11,520,990.00	R 5,710,726.96	R 789,501.77	R 6,500,228.73	100%	R 810,263.04	R 3,895,950.40	R 545,419.06	R 4,441,269.46	88%		R 10,951,468.19
Khurra - Street Lighting	R 2,020,265.00	R 0.00	R 2,020,265.00	R 1,772,162.61	R 248,102.77	R 2,020,265.38	100%	R 248,102.39						R 1,994,237.24
Increase Klerksdorp WWTU to 30Ml p d (Civil Works)	R 8,500,000.00	R 0.00	R 8,500,000.00	R 7,456,140.35	R 1,043,859.65	R 8,500,000.00	100%	R 1,043,859.65						R 8,235,740.70
TOTAL	R 83,080,324.81	R 5,703,360.19	R 88,783,685.00	R 65,827,663.11	R 9,215,872.85	R 75,043,535.96	100%	R 12,611,665.57	R 5,268,915.45	R 737,648.16	R 6,006,563.61	100%	R 128,251.92	R 86,665,537.36





ANNEXURE B

ANNEXURE “B”

CITY OF MATLOSANA

PERFORMANCE AUDIT REPORT FOR THE YEAR ENDED 30 JUNE 2007

By: Chief Internal Auditor (GO van den Berg)

Introduction

Mandate

In accordance with the requirements of the Municipal Systems Act, the Internal Audit section performed a review of the performance management system of the Municipality for the period of January 2007 to June 2007.

Purpose, restriction of distribution and use of report

The purpose of the report is to communicate the results of the review to management. The scope of this review/project is set out in paragraph 3. The overall objective is to provide management with independent, objective feedback regarding internal controls used to mitigate identified risks. The internal audit work and related reports should not be used for any other purposes for which it was not specifically scoped or designed, and as such, it should not be relied upon as evidence in any disciplinary proceedings involving employees, whether conducted internally or externally.

Executive Summary

Background

Integrated development planning, budgeting and performance management are powerful tools which can assist municipalities to develop an integrated perspective on the development in their areas. The performance management system monitors service delivery progress and provides focus towards priorities within an increasingly complex and diverse set of demands. It also links direct resources allocations and institutional systems to a new set of development objectives.

Chapter 6 of the Local Government: Municipal System Act, 2000 (Act No. 32 of 2000), requires local government to:

- Develop a performance management system.
 - Set targets, monitor and review performance based on the indicators linked to the Integrated Development Plan (IDP).
- Publish an annual report on performance management for the councillors, staff, the public and other spheres of government.
- Incorporate and report on a set of general indicators prescribed nationally by the Minister responsible for local government.
- Conduct internal audit on performance.
- Have the annual performance report audited by the Auditor-General.
- Involve the community in setting indicators and targets and reviewing municipal performance.

The following are the summary of issues that were noted during the review.

- The Municipality did not have a fully operational Performance Audit Committee during the 2006/2007 financial year.
- The information provided for the compilation of the quarterly performance report is not always verified for accuracy prior to incorporating in the quarterly report.
- Quarterly Reporting not in accordance with DPLG reporting guidelines.

For the detailed findings and recommendations refer to appendix A of this report.



Acknowledgement

We would like to record our appreciation for the time and co-operation management and staff provided during the course of our review.

Focus area/Scope of review

This review entails the evaluation of the effectiveness and the efficiency in respect of the performance management system.

The key areas of focus will be:

- Obtain high-level background information.
- Use of high-level interview checklist to understand the auditee's business.
The main areas of focus will be:
 - Integrated Development Plan;
 - Performance Management System;
 - Key Performance Indicators;
 - Performance Targets;
 - Actual Service Delivery;
 - Internal Monitoring;
 - Internal Control;
 - Performance Measurement and Reporting; and
 - Revision of Strategies and Objectives.
- Schedule high-level interviews with the relevant role players.

The scope of this review was limited to focusing on the key areas as identified above and did not extend to any other area.

Review objective

The objective of a Compliance Review is to evaluate to what extent by-laws, policies and procedures, statutory requirements, management and Council decisions have been complied with. Statutory requirements will include adherence to the Municipal Systems Act, Municipal Planning and Performance Management Regulations, 2001, and other relevant legislation. The project deliverables are:

- Reporting on the compliance to and effectiveness of the controls reviewed.
- Indicate areas for improvement.

The scope of this review/project is set out below. The overall objective is to provide management with independent, objective feedback regarding internal controls used to mitigate identified risks. The key risks associated with this review and used in developing the scope were:

- Insufficient resources to achieve objectives

Specific risks:

- The seven national general key performance indicators in terms of section 43 of the Municipal Systems Act may not be included in the Integrated Development Plan (IDP) and/or the Performance Management System (PMS).
- The Performance Management System may not be devised in such a way that it serves as an early warning indicator of under-performance.
- The Performance Management System may not be in line with the priorities, objectives, indicators and targets contained in its Integrated Development Plan (IDP)
- Performance targets may not be set with regard to each of the Key Performance Indicators included in the Integrated Development Plan (IDP)
- Performance targets may not be specific, measurable, attainable, realistic and time related.
- Developmental needs may not be timeously addressed and rectified.
- The annual performance report may not comply with all the requirements set out in section 46 of the Municipal Systems Act.
- The municipality may not annually review its strategies and objectives as contained in the Integrated Development Plan (IDP) in accordance with an assessment of its performance measurements.



Management's responsibilities

Management is responsible for the establishment and maintenance of an effective system of governance to:

- Establish and communicate organisational goals and values;
- Monitor the accomplishment of goals; and
- Ensure accountability and values are preserved.

Management is further responsible for the establishment and maintenance of an effective system of internal control. The objectives of the system of internal control are, inter alia, to provide management with reasonable, but not absolute, assurance that:

- Risks are properly managed;
- Assets are safeguarded;
- Financial and operational information are reliable;
- Operations are effective and efficient; and
- Laws, regulations and contracts are complied with.

The principal safeguard against fraud, misstatement and irregularities is an effective system of internal control. It must, however, be recognised that there are inherent limitations in any system of internal control - including human error and circumventions through collusion. The prevention and detection of fraud is therefore management's responsibility.

Management representations made considered to form part of our audit evidence. Any management representations accepted on face value and in good faith, with only limited evaluation to assess for reasonableness.

A Findings and Recommendations on Third and Fourth Quarter Performance Management System Report

A.1 Non existence of a Performance Audit Committee

Finding

It was noted that the Municipality's Performance Audit Committee was not in operation during financial year and therefore no review and approval of the quarterly performance management internal audit reports occurred. The Audit Committee of the City Council was given the mandate to perform the functions of the Performance Audit Committee. However the Chairperson, Mr. X Mazabane, resigned from the Committee in August 2006, and Committee member Mrs. Viljoen, resigned shortly there after. Therefore the Municipality did not complying with Section 14(2) (a-f) of the Municipal Planning and Performance Management Regulations, 2001, that states the following:

- "A municipality **must** annually appoint and budget for a performance audit committee consisting of at least three members, the majority of which may not be involved in the municipality as councillor or as an employee.*
- A performance audit committee appointed in terms of paragraph (a) **must** include at least one person who has the expertise in performance management.*
- A municipality may utilise any audit committee established in terms of other applicable legislation as the performance audit committee envisaged in paragraph (a), in which case the provisions of this sub regulation, read with the necessary changes, apply to such an audit committee.*
- The council of a municipality **must** designate a member of the performance audit committee who is not a councillor or an employee of the municipality as chairperson of the committee.*
- If the Chairperson of the performance audit committee is absent from a specific meeting of the committee, the member present **must** elect a chairperson from the members present to act as Chairperson for that meeting.*
- In the event of a vacancy occurring amongst the members of the performance audit committee, the municipality concerned **must** fill that vacancy for the unexpired portion of the vacating member's term of appointment.*



Impact

The above indicates non-compliance to Section 14(2) (a-g) Municipal Planning and Performance Management Regulation, 2001. Lack of a performance audit committee could be perceived as an indication that management does not recognise the significance of the performance management system.

Recommendation

In order to enhance the level of compliance to the Municipal Planning and Performance Management Regulation, 2001, a performance audit committee should be established in accordance with section 14(2) stipulations.

The committee should furthermore meet the following requirements:

- Meet at least twice during the financial year of the Municipality;
- Review the quarterly reports submitted to it in terms of sub regulation (1)(c)(ii);
- Review the municipality's performance management system and make recommendations in this regard to the council of the municipality; and
- In reviewing the performance management system the performance audit committee must, focus on the economy, efficiency, effectiveness and impact in so far as the key performance indicators and performance targets set by the municipality are concerned.

Internal Auditors Comments

The Municipality have correctly budgeted for a Performance Audit Committee for the current financial year and for the 2007/2008 financial year.

An advert was placed during August 2006 for additional membership for Council's Audit Committee. Three applications were received, and interviews were held. Yet to date, no appointments have been made.

A.2 Information provided for the compilation of quarterly performance report not always verified

Finding

During our review, we noted that information supplied to prepare the quarterly performance report, such as actual performance against the annual targets as set out at the beginning of the financial year, is incorporated in the quarterly report as is (i.e. the accuracy thereof is not verified).

As per the Municipalities approved Performance Management Framework, the responsibility to monitor the progress of performance plans is that of Line Managers.

Internal Audit's responsibility is to assess the functionality and legal compliance of the Performance Management System, and to audit on a sample basis the performance targets achieved and reported on each quarter.

We selected a sample of KPI's in the quarterly reports to verify whether the information in the quarterly reports is the same as the information maintained by the departments. The following were however noted:

- KPI - "19 Sewer pump stations maintained through a fixed programme." This KPI was reported as having achieved 20% completion, reason being that no programme was developed and implemented by the Manager: Electrical Engineering. It is not clear as to how the measurement of 20% was determined, as no documented proof could be provided during the review to substantiate the assertion.
- KPI (Office of the Speaker) - "330 Ward Committee and Mass meetings held." The achieved target reported on at the end of the third quarter was 74 meetings. However on the report submitted for the final quarter, the achievement documented states 90 meetings had been held during the third quarter.
- KPI (Corporate Services) - "100% reported EAP cases treated." The achieved target reported on at the end of the third quarter was 50%. However on the report submitted for the final quarter, the achievement documented states 25% was achieved during the third quarter. No explanation could be obtained from HR as to how they had arrived at the above mentioned %s, and therefore neither of these two %s could be verified. Reasons for the deviation, as stated by HR, may lead to the conclusion that this KPI is both unrealistic and unattainable.



- KPI (Corporate Services) - "Appointed recruitment officer." The achieved target reported on at the end of the third quarter was 45%. However on the report submitted for the final quarter, the achievement documented states 25% was achieved during the third quarter. No explanation could be obtained from HR as to how they had arrived at the above mentioned %'s, and therefore neither of these two %'s could be verified. Furthermore it was brought to our attention that no such position exists on the approved organogram for Human Resources, and therefore this KPI is viewed as being both unrealistic and unattainable.
- KPI (Corporate Services) - "Revised employment Equity Plan for 2006/2007." No achieved target was stated in the reported at the end of the third quarter. However on the report submitted for the final quarter, the achievement documented for the third quarter states that 25% was achieved.
- KPI (Corporate Services) - "Approved Skills development Plan." No achieved target was stated in the reported at the end of the third quarter. However on the report submitted for the final quarter, the achievement documented for the third quarter states that 25% was achieved.
- KPI (Corporate Services) - "Agenda's distributed 3 days before a meeting." The achievements reported on for the third and fourth quarter state that this target was achieved with 100% success. However upon review of the **Acknowledgment of receipt form** that is signed by each Committee member, the following was noted:
 - a. More often than not, no date of receipt is recorded on the form, therefore it is not possible to substantiate the claim that the agenda's are distributed 3 days before a meeting based on the information kept at Corporate Services.
 - b. Cases were found where the date of receipt of the agenda by the Committee members was not 3 days prior to the date of the meeting, but more often than not are 1 -2 days prior to a meeting.

Impact

The quarterly reports may be inaccurate, and may result in managements' integrity being questioned by the users of the Municipality's Performance reports.

Performance targets may not be specific, measurable, attainable, realistic and time related.

Recommendation

In order to ensure the accuracy of the quarterly performance reports, the management team of the Municipality should:

- Verify and validate the accuracy of information provided by their departments prior to the submission of the information to the PMS unit, for the incorporation in the quarterly reports.
- Therefore management will ensure that actual performance as reported in the quarterly reports is a true reflection of Municipality's performance.

Internal Auditors Comments

The current staff establishment of the PMS unit is 2 staff members, and it is their responsibility to incorporate all documentation submitted by the Directors, into the quarterly performance reports.

The management team is responsible for the verification of the actual performance achievements stated in the quarterly reports.

Therefore it is recommended that the various managers submit a Management Representation letter, along with their department's quarterly achievements, to their Directors, which clearly states that the actual performance achievements reported have been verified as being 100% accurate.

A.3 Quarterly Reporting not in accordance with DPLG reporting guidelines

Finding

Whilst reviewing the quarterly reports for Housing Services we noted the following:

- Of the 24 KPI's set for this section, only 1 KPI was achieved.
- Though the report does indicate reasons for non-achievement of set performance targets, management have not taken corrective actions to address these shortcomings.
- There is no indication of suggested corrective action, especially regarding non-achievement of set performance targets (i.e. poor performance).



Impact

The above could result in the quarterly report not serving its purpose of indicating the quarterly performance of the Municipality. The Performance Management System is not being implemented correctly by the Municipality as measures are not taken to address under-performance.

Performance targets may also not be specific, measurable, attainable, realistic and time related.
Recommendation

In order to enhance the effectiveness of the report, management should ensure the following:

- The report should provide detailed reasons or motivation for non-achievement of set performance targets (i.e. poor performance).
- Management should submit a detailed corrective action plan that is to be implemented, so as to address the non-achievement of set performance targets (i.e. poor performance) to their relevant Directors.
- These actions plans should be monitored by the Directors on a monthly basis to ensure correct implementation of the plan, and ensure overall achievement of the performance targets by the section.
- Management should also ensure that the quarterly reports are completed and submitted timely to the relevant authorities.

Internal Auditors Comments

The detailed management action plans, setting out the responsible officials and due dates, need to be provided and implemented for each KPI where under-performance has been identified, and submitted along with the quarterly performance reports to the PMS unit.

